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Operational activities of the United Nations for international development cooperation

Human resources challenges within the United Nations development system at the country level

Report of the Secretary-General**

Summary

The present report, prepared in collaboration with the organizations of the United Nations system and the International Civil Service Commission, is submitted in response to General Assembly resolution 62/208, in which the Assembly requested the Secretary-General to prepare a report identifying human resources challenges within the development system at the country level and formulating recommendations for improvements.

The report focuses on how the United Nations system can best meet the demands of programme countries at the country level, while recognizing the differences and unique requirements in various country situations. Aligning the capacities of the United Nations system to respond to national priorities is an overarching challenge, which requires an integrated approach to mobilize adequate human resources to support country-level efforts. The report also outlines challenges related to the recruitment and career management of United Nations system staff. Those include a range of issues affecting resident coordinators and other United Nations system staff at the country level and are being addressed through comprehensive human resource policies. A number of challenges are also associated with dealing with multiple human resources policies and procedures across the United Nations system.

* E/2009/100.

** The delay in the submission of the present report was due to extensive consultations with various organizations.

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The United Nations System Chief Executives Board for Coordination plan of action for the harmonization of business practices and the ongoing reform of United Nations contractual status constitute steps in the right direction. Yet another challenge relates to facilitating interagency and geographical mobility. The report also addresses the issues of ensuring staff security, planning for the succession of retiring staff members as well as the need to ensure equal representation of women. A few recommendations are put forward for the consideration of the Economic and Social Council.

Contents

		Page
	Definitions of terms	4
I.	Introduction	5
II.	A diverse and increasingly field-based workforce	6
	A. Diversity of United Nations system personnel	6
	B. Deployment of staff to programme countries	6
	C. Policies to deploy staff to the field	7
III.	Human resource challenges	8
	A. The overarching challenge of aligning United Nations system capacities to respond to national priorities	8
	1. Responding to the growing demand for policy advice	9
	2. Mobilizing human resources to respond to the changing needs of countries	10
	3. Developing an integrated approach to human resources needs at the country level	12
	B. Challenges linked to the recruitment and career management of United Nations system staff	14
	1. Comprehensive human resources policies	14
	2. Issues specific to staff involved in coordination	16
	3. National Professional Officers and other United Nations system personnel in the countries	19
	4. Training	21
	C. The challenge of planning for the succession of retiring staff members	24
	D. Challenges associated with dealing with multiple human resources policies and procedures across the system	26
	1. Chief Executives Board for Coordination plan of action towards harmonizing human resources management policies and procedures across the United Nations system	26
	2. Diversity of contractual status	26
	3. Facilitating inter-agency and geographical mobility	29
	E. The challenge of ensuring staff security	31
	F. The challenge of ensuring equal representation of women	32
	1. Representation of women in the Professional category	32
	2. Proactive strategies to promote the equitable representation of women	35
IV.	Conclusions and recommendations	37

Definitions of terms[a]

- **Staff**. All persons appointed by an organization as staff members within the meaning of its staff regulations and rules for a period of one year or more. The term thus excludes all staff members appointed for shorter periods and those persons who are employed under special contractual arrangements. The CEB compendium does not cover the National Professional Officers, which are covered by another statistical compendium. It does not cover non-staff and other types of employees such as consultants, and service contract personnel.
- **"Professional"** includes, under the staff rule, all staff in the Professional category proper, as well as in the Principal Officer and Director category and in higher level posts (Assistant Secretary-General, Under-Secretary-General or similar title and executive head) and, in some organizations, Project Personnel. In the present report, Professionals include internationally recruited Professional staff.
- **"General Service"** includes all staff in the General Service category as well as, in some organizations, Manual Workers, staff in the Security Service category, Language Teachers and Field Service staff. Language Teachers and Field Service staff in the United Nations do not belong either to the Professional or General Service categories, although staff at the Field Service level and above have functions and responsibilities which are comparable to those of the Professional category.
- **Appointment**. Act by which a person enters into an employment contract with an organization (with a letter of appointment), according to the staff rules of that organization. Appointments are divided into: (a) those without time limit, which cover permanent, career, indefinite and probationary appointments; and (b) those of a defined duration or fixed-term.
- **Established office**. Any office where units of an organization's secretariat are maintained on a continuing basis. Established offices are divided into headquarters and other established offices, the latter including regional, subregional, area, branch and liaison offices.
- **Grade**. The designation normally assigned to levels within the Professional and higher categories and all staff above the D-2 level come under the grade of UG (ungraded). Grades in the General Service and related categories are not shown in the tables, because not all organizations report this information.
- **Organizational location**. Any location to which an organization assigns its staff, whether an established office or a technical cooperation project.
- **Project**. Refers to a location where staff are assigned for a defined period to assist a Member State in carrying out a programme of technical cooperation.

[a] Based on the United Nations system Chief Executives Board for Coordination (CEB) Compendium on System-Wide Human Resources Statistics.

I. Introduction

1. The capacity of the United Nations system to help countries to address effectively the full range of development challenges is closely related to the adequacy of its human resources. The General Assembly has repeatedly underscored that human resources within the United Nations system at the country level should be adequate to support national development efforts and evolving priorities. This issue was underscored by Member States in paragraph 123 of General Assembly resolution 62/208 on the 2007 triennial comprehensive policy review of the operational activities for development of the United Nations system in which the Assembly reiterated the need for "the range and level of skills and expertise assembled by the United Nations system at the country level to be commensurate with that needed to deliver on the priorities specified in each country's United Nations Development Assistance Framework or country programme documents, in line with the national development strategies and plans, including poverty reduction strategy papers, where they exist, and to correspond to the technical back stopping and capacity-building needs and requirements of developing countries".

2. The diverse and unique situations in programme countries, their evolving development priorities and the fast changing development challenges require that the capacity of the United Nations system in the countries be regularly adjusted so that its operational support remains fully aligned with countries' own priorities and policies for development. To that end, the United Nations system needs to implement policies related to workforce planning, development and reprofiling, as well as to facilitate mobility and redeployment of staff at the global, regional and country levels.

3. Reform of the human resources frameworks of the United Nations has been high on the agenda of the Secretary-General of the United Nations. The Secretary-General's proposed human resources framework was largely endorsed by the General Assembly in its recent resolution on human resource management (resolution 63/250). In fact, all organizations of the United Nations system are reforming their human resources framework policies and have in place the main elements of a high-performing human resources management. Efforts are being made to develop a common approach to human resources management. The limitation in financial resources, notably core resources, however, has an impact on the breadth and pace of these reforms.

4. The present report responds to paragraph 125 of General Assembly resolution 62/208, in which the Assembly "stressed the need for the United Nations development system to adopt comprehensive policies and strategies for human resources and workforce planning and development", and in that regard requested the Secretary-General "to prepare a report identifying human resources challenges within the United Nations development system at the country level and formulating recommendations for improvements".

5. The Economic and Social Council, in its resolution 2008/2, also requested that the report be prepared in consultation with the International Civil Service Commission (ICSC) and cover issues related to "interagency staff mobility, re-profiling and redeployment of staff, as well as training and skills upgrading, notably at the United Nations System Staff College at Turin, Italy". The General Assembly, in paragraph 126 of resolution 62/208, had requested the Secretary-General

to continue and intensify efforts in these areas through the United Nations System Chief Executives Board for Coordination (CEB).

6. The report also responds to the request by the General Assembly in paragraph 94 of resolution 62/208, for the Secretary-General to report on efforts by the United Nations system to improve the selection and training process of resident coordinators at the 2009 substantive session of the Economic and Social Council.

7. The present report should be read in conjunction with the 2008 and 2009 reports of the Secretary-General on the functioning resident coordinator system, including its costs and benefits (E/2008/60 and E/2009/__) as well as with the report on the results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system (E/2009/__).

II. A diverse and increasingly field-based workforce

A. Diversity of United Nations system personnel

8. The workforce of the United Nations development system includes both international/expatriate and locally recruited staff members. The United Nations system also employs a range of personnel who are not staff members but work under special contractual arrangements or for short periods of time. Locally hired non-staff personnel work under very different conditions compared to international and national Professional staff. The present report focuses largely on staff members of organizations of the United Nations system, although where most relevant, reference is made to locally hired personnel.

B. Deployment of staff to programme countries

9. Between 2004 and 2007, the number of international staff members[1] serving with the organizations of the United Nations common system increased by 33 per cent. Most of the increase was in the field. During the period 2004-2007, the number of staff in other than headquarters-established offices expanded by 31 per cent for the Professional and above category and by 96 per cent for the General Service Staff category.[2]

10. At the end of 2007, the majority of United Nations development system's staff is located in the field in country or other established offices. The United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF),

[1] In the statistical analysis of the present report, the CEB definitions of terms listed at the beginning of the report were used.

[2] Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2004, 2005, 2006 and 2007. Unless indicated otherwise, the statistical data used for the report is from the annual compendium on system-wide human resource statistics compiled by CEB, available from http://hr.unsystemceb.org/statistics. Statistics represent the situation as at 31 December of each year. The compendium is used for the purpose of cross-organizational comparison. Thus, individual agency may have more updated statistics which may not be reflected in this report. The set of definitions used by CEB appears at the beginning of the report. The data does not cover the National Professional Officers.

the United Nations Population Fund (UNFPA) and the World Food Programme (WFP) have deployed more than 70 per cent of their staff to field locations. Field level and project personnel account for a majority of the staff members of WHO (68 per cent) and ILO (58 per cent). In contrast, 98-99 per cent of IFAD staff is serving at headquarters. The majority of the staff of UNIDO, UNESCO and FAO serves at their respective headquarters (see table 1). The lower percentage of staff of some specialized agencies in field locations aims at maintaining a balance between their global policy and normative work, on the one hand, and their operational work, on the other.

Table 1
Field presence of selected United Nations Development Group organizations, as at 31 December 2007

Organization	*Number of headquarters staff*	*Headquarters staff as a percentage of total staff*	*Number of staff at other headquarters-established offices (Field)*	*Number of project staff*	*Field and project staff as a percentage of total staff*
UNDP	864	16%	4 487	0	84%
UNICEF	862	14%	5 089	0	86%
UNFPA	314	24%	987	0	76%
WFP	843	22%	3 074	0	78%
WHO	1 769	33%	2 596	1 068	68%
IFAD	504	98%	8	0	1%
UNESCO	1 382	64%	773	0	36%
FAO	2 013	60%	970	354	40%
UNIDO	509	76%	89	68	23%
ILO	967	42%	646	706	58%

Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data as at 31 December 2007.

C. Policies to deploy staff to the field

11. Various organizations of the United Nations system have been increasing the number of field offices and the number of staff in these offices as a way to respond to the needs of recipient countries in a timely and efficient manner.

Box 1
Field mobility policy of UNIDO

UNIDO introduced a field mobility policy in 2006. The policy provides a framework for managing career staff in field offices and ensuring rotation of staff between field duty stations as well as between field and headquarters. As of December 2008, the representation of Professional staff in field offices had increased by 55.6 per cent since the policy was introduced in 2006.

12. Policies to deploy staff to the field have in some cases been part of broader reforms of the organizations. In UNFPA, for instance, the 2008 reorganization entailed not only the strengthening of field offices but also the establishment of regional and subregional offices and a restructuring at headquarters. The reform of UNDP during the period 2000-2003 supported country offices while better harmonizing their operations and structures with the new overall reform of UNDP.

13. Deploying staff to the field often means strengthening not only country offices but also regional offices. Funds and programmes and some agencies such as WHO have a two-tier structure at the field level, comprising country and regional offices. Other major agencies such as FAO, UNESCO and ILO have a three-level field structure, made up of country, subregional and regional offices.

III. Human resource challenges

14. The present section identifies six challenges faced by the United Nations system in the area of human resources which should be taken into account in designing comprehensive human resources policies and strategies. The first, aligning United Nations system capacities to respond to national priorities, is overarching. The others relate to the recruitment and career management of United Nations system staff; dealing with the multiple human resources policies and procedures across the United Nations system; planning for succession of retiring staff members; ensuring staff security; and securing equal representation of women.

A. The overarching challenge of aligning United Nations system capacities to respond to national priorities

15. Each country requires a different mix of capacities from United Nations country teams. These demands evolve over time. Least developed countries face a broad range of challenges often spanning the whole development agenda. The demands of middle-income countries are different from those of least developed countries. Focus areas may include addressing pockets of poverty and inequality, addressing environmental challenges, mobilizing new technologies, developing macroeconomic or trade policies as well as ways of engaging in international governance mechanisms. The evolution and the growing use of national capacities may increase the need for support in the area of policy advice as compared to other more traditional areas.

16. In order to provide adequate support to the developing countries, the staff of the United Nations system must have technical skills in a broad range of areas. It also must be able to respond to the emergence of new needs. For instance, the convergence of the global financial economic crisis, the volatility of food and fuel prices and climate change challenges the United Nations system to provide adequate support to programme countries. Skills related to managing humanitarian crises and to conflict resolution are also increasingly important. The limited availability of core resources hinders the ability of the United Nations system to adjust its human resources capacities.

17. The present section highlights (a) the growing demand for policy advice; (b) the changing needs of countries; and (c) the importance of taking an integrated approach to human resources at the country level.

1. Responding to the growing demand for policy advice

18. The General Assembly, in paragraph 124 of resolution 62/208, encouraged the organizations of the United Nations development system to take all necessary measures in their human resources policies to ensure that United Nations staff involved in operational activities at the country level have the skills and expertise required for effective management, policy advisory and other capacity development work, in line with national development priorities and plans.

19. Overall, there appears to be a growing demand by programme countries for policy advice, advocacy and other "upstream activities" aside from those related to the management of programmes. United Nations country teams need to be equipped to help Governments in developing strategies to meet the Millennium Development Goals and reduce poverty. Very broadly speaking, this requires skills in areas such as sectoral and macro-level analysis, economic and social policy, strategic planning, and finance. The resident coordinators' annual reports in 2005 noted that United Nations country teams required further support in those areas.

20. These needs were also highlighted more recently in the assessments of the United Nations capacity conducted in six of the eight "Delivering as One" pilot countries (Albania, Mozambique, Pakistan, Rwanda, United Republic of Tanzania and Viet Nam). These capacity assessments crystallized the opinions of Governments, United Nations officials and other development partners that there is considerable need for strengthening the policy and technical advisory functions of the United Nations system organizations so that they can become more effective partners in support of national priorities. A shift from programme management to more upstream and specialized areas of technical advisory support is envisaged. However, in some countries, the need remains for a greater strengthening of national capacities in essential governance-related functions such as planning and programming, and for the United Nations continue to provide programme management support.

21. As a result of this assessment, Rwanda, for instance, will closely monitor the capacity of national authorities to assume programme management, while developing a comprehensive human resources plan to gradually shift United Nations capacities towards policy advice. The United Republic of Tanzania, on the other hand, is already developing a human resources strategy for shifting capacity from programme management to policy advice.

22. The General Assembly, in paragraphs 36 and 39 of resolution 62/208, stressed that national capacity development is a core function of the United Nations. It also called upon United Nations organizations to adopt measures that will ensure sustainability in national capacity-building activities and to use to the fullest extent possible national execution and expertise. The United Nations Development Group has developed a position statement and a methodology on capacity development. There is now need for ensuring that the United Nations system staff have the knowledge and skills to adequately support the development of national capacities. Some further knowledge and skills development may be needed in this regard.

2. Mobilizing human resources to respond to the changing needs of countries

Preparation of new United Nations Development Assistance Frameworks

23. In the next three years, approximately 90 countries are expected to start their UNDAF formulation process, starting with approximately 15 countries in 2009. UNDAFs are essential for increasing coherence, effectiveness and relevance of United Nations operations at the country level, as reiterated in General Assembly resolution 62/208. An appropriate combination of programming and substantive analytical skills is needed to support the preparation of these new UNDAFs. Common services and harmonization of business practices should be promoted in order to improve the effectiveness and relevance of United Nations operational activities in addressing national priorities. While specific training is provided to the United Nations country teams concerned, it is also important that the United Nations country presence is equipped in results-based management, change management and other specializations to support the development of UNDAF.

24. Expertise in cross-cutting areas such as gender and capacity development becomes particularly critical when UNDAFs are being prepared and it may be necessary to augment the capacities of country offices in these areas.

25. Considerable thought is being put into the most cost-effective way to support the preparation of new UNDAFs, including from within existing staff and additional capacities outside current staff resources.

Rapid deployment of capacities in situations of emergency and transition from relief to development

26. In the aftermath of a crisis, United Nations system organizations need to rapidly deploy additional capacities (surge capacities) for early recovery and recovery activities to reinforce the work done by humanitarian personnel to support quick delivery of basic services. The United Nations system has responded to such situations by mobilizing standing and standby capacities maintained by entities across the United Nations system, working in close consultation with national and United Nations actors.[3]

27. The United Nations Development Group, through the United Nations Development Operations Coordination Office, has both provided technical support and posted strategic planning specialists in the countries to help United Nations country teams to develop strategies in situations of emergency or transition from relief to development. In 2008, 21 resident coordinators benefited from this assistance.

28. The United Nations Development Operations Coordination Office has dedicated significant resources to enhance capacity in resident coordinators offices in 19 transition countries, enabling the hiring of 38 short- and long-term staff. During 2008, these staff contributed to the development of UNDAFs, elaboration and operationalization of recovery strategies; design and implementation of integrated approaches and structures; and development of joint programmes and of projects for the Peacebuilding Fund.

[3] "Standing capacities" are staff whose conditions of service require that they deploy rapidly to meet urgent requirements. "Standby capacities" include rosters of pre-vetted candidates ready to deploy rapidly to serve as staff members of the United Nations system.

29. UNDP, UNFPA, UNICEF and WFP either have put in place or are in the process of putting in place "surge" capacities to enable quick response to emergency and post-conflict situations. WFP, for example, is developing a scenario to enable the organization to respond to four simultaneous emergencies.

30. In UNICEF, experienced and qualified personnel are identified and deployed within 10 weeks of an emergency. An integrated web-based roster consolidates data on available staff resources to provide better support during emergencies. UNICEF also uses standby arrangements with external partners. UNDP, through its SURGE project, has identified pools of staff for deployment to crisis locations. The candidates go through rigorous assessment and training prior to deployment.

31. Efficient recruitment processes have to be put in place to enable organizations to respond rapidly and effectively to situations of transition from relief to development. In some countries, expert capacities will be required in very specific areas, beyond the ones usually required in these kinds of situations, such as those related to the delivery of basic services, for instance. Contingency planning is needed to anticipate such possible needs.[4] As most organizations of the United Nations system are now called upon to help countries in emergency and post emergency transition situations, new skills related to conflict analysis and resolution, peacebuilding and support for national reconciliation and recovery as well as expertise in disaster preparedness and response might be necessary. Such skills have to be taken into account in recruiting and training personnel.

32. It is also important to provide a support and compensation system recognizing the needs of staff in non-family duty stations. The Special Operational Approach applied by UNDP, UNFPA, UNHCR and UNICEF enables staff members and holders of short-term appointments to manage the costs associated with family separation and provides incentives to attract the most appropriate staff to these assignments.

33. Overall, the United Nations system still needs to become faster in responding to the changing needs of developing countries. The limited availability of core funding, the inadequate strategic capacity of some organizations, and the rigidities in human resources procedures and practices may be among the factors hindering more rapid responses.

34. An example of rapid response, however, is the capacity recently put in place by UNDP to help countries to react to the economic crisis. UNDP has initiated an online platform that brings together advisers, global experts, consultants and practitioners to support countries impacted by the economic crisis. The goal is to provide national partners with the guidance, resources and people that can help them to monitor the impact of the crisis, reach the newly vulnerable or make decisions about how to use more limited resources.

[4] See the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (to be issued).

3. Developing an integrated approach to human resources needs at the country level

The importance of an integrated approach

35. The structure of the United Nations presence in each country, and the related human resources and skills, continue to be addressed on an agency-by-agency basis. United Nations funds, programmes and agencies deploy staff to country offices in accordance with their respective programmes, traditions, mandates and business models, and in light of whether or not the particular programme or projects being pursued by the organization necessitates resident technical advice.

36. The human resources deployed at the country level should instead be seen in the context of a joint response of the United Nations system to the priorities of the programme countries, developed in close consultation with national actors. The 2005 Joint Inspection Unit report entitled "Some measures to improve overall performance of the UN system at the country level", pointed out that, today, with the common country assessment and UNDAF and the national poverty reduction strategies, it should be easier than in the past to project the overall capacity needs of the programme country and the corresponding skills profile of the United Nations system in the country. Increased and more coherent joint programming is helping to move in that direction. Continuing efforts should be made to respond to the country's views on the nature and modality of United Nations system collaboration which would best support its priorities, as recommended in paragraph 101 of General Assembly resolution 62/208.

37. The capacity of the United Nations system in the country thus has to be determined in the light of the priorities of the country as well as in the light of the environment in which the United Nations operates. This implies taking into consideration the overall socio-economic and policy environment, as well as the internationally agreed development goals, the impact of the international situation on the country, and the aid effectiveness agenda.

38. Regular reviews of overall United Nations capacity in consultation with the country, as was done in six "Delivering as One" pilot countries, may be useful tools to adapt human resource capacities at the country level, in support of UNDAF and other programming documents.

39. As part of such an integrated approach to human resources needs at the country level, it is important for national authorities and the United Nations to consider not only the services and expertise that should be provided from within the country, but also to draw on competencies available at headquarters or regional and subregional offices.

Mobilizing support from non-resident agencies

40. Not all members of the United Nations Development Group have the human and financial resources to decentralize technical, managerial and administrative capacity to the country level. Only UNICEF and UNDP are present in almost all programme countries. Non-resident agencies have been addressing how they might participate more fully in UNDAF and joint programming processes at the country level (see the report of the Secretary-General (E/2008/60)) as they have critical capacity to respond to governmental priorities. For instance, field-level support to trade policy and entrepreneurship is affected because UNCTAD, ILO, the

International Trade Centre and UNIDO — the United Nations entities with direct responsibility for these issues — are largely headquarters entities and have limited representation at the country level. The General Assembly has repeatedly called for enabling programme countries to benefit from the full range of resources available within the United Nations development system, including from agencies with limited or no country presence.

41. An early assessment of the 2007 pilot phase of the implementation of the United Nations Development Group plan to support the engagement of non-resident agencies in country-level activities revealed that there are a number of obstacles such as ad hoc flows of communication and coordination difficulties for both resident and non-resident agencies. As of today, 10 positions have been filled out of 14 full-time positions of non-resident agency coordination officers funded by UNDP (National Professional Officers). In January 2009, the United Nations Development Group endorsed the non-resident agency workplan for 2009-2011. The plan aims to enhance the engagement of non-resident agencies in country programming processes and improve the access of United Nations country teams to the expertise and experience of non-resident agencies. At the same time, the non-resident agencies need to put in place the necessary mechanisms to respond in a timely and effective way to the requests for support from country offices.

Regional and subregional levels

42. Increasingly, regional and subregional offices of United Nations system organizations have the technical capacity to support country offices in designing and implementing UNDAF and other programmes. Regional directors teams have also emerged as a new formal mechanism in the context of United Nations reform. There are six in total. Regional director teams are tasked with: (a) technical support to resident coordinators and United Nations country teams; (b) quality support assurance of UNDAF and delivering as one programmes; (c) performance management of the resident coordinators and United Nations country teams; and (d) helping United Nations country teams with trouble shooting. The capacity of regional directors' teams is being reviewed in the light of the expectations placed upon them.

Box 2

System-wide institutional mechanisms in the area of human resources management

Several formal structures are at the core of the United Nations system's human resources management. ICSC is at the centre of this institutional framework.

International Civil Service Commission

ICSC is a regulatory and coordinating body addressing compensation and conditions of service of the United Nations common system. Its ultimate purpose is to strengthen the coherence and effectiveness of the international civil service.

Chief Executives Board for Coordination and the High-level Committee on Management

CEB brings together the executive heads of the organizations of the United Nations system, under the chairmanship of the Secretary-General of the United Nations. Human resources management issues affecting the development programmes of the United Nations system have high priority on the agenda of CEB.

CEB is supported in human resources issues by the High-Level Committee on Management, which is responsible for coherent, efficient and cost-effective management across United Nations system organizations. The Committee, assisted by the Human Resources Network (http://hr.unsystemceb.org/), addresses key policy issues that can foster greater coherence and cohesiveness at the country level.

Human Resources Network

The Human Resources Network offers advice to individual chief executives on best practices in human resources management, including policy matters. Issues regarding pay and benefits, competency-based recruitment, work-family agenda, inter-agency mobility, learning and training and career management are constantly under review.

United Nations Development Group and United Nations Development Operations Coordination Office

The United Nations Development Group, supported by the United Nations Development Operations Coordination Office, develops measures to improve strategic and operational coherence of the United Nations development system at the country level, including in the area of human resources, on which it works closely with the High-Level Committee on Management. It also develops policies and procedures for the management of the resident coordinator system. The United Nations Development Operations Coordination Office also coordinates the appointment of resident coordinators through the Inter-Agency Advisory Panel.

B. Challenges linked to the recruitment and career management of United Nations system staff

43. This section highlights (a) examples of comprehensive human resource policies and strategies adopted by organizations of the United Nations system; (b) human resource issues specific to staff involved in coordination activities; (c) issues related to National Professional Officers; (d) other national personnel of the United Nations system; and (e) training.

1. Comprehensive human resources policies

44. In order to respond to the needs of programme countries and other Member States, organizations of the United Nations system have been increasingly moving towards comprehensive human resources policies. Those include components of

"talent management" strategies which use the full range of measures in the area of human resource management (recruitment, training, career development, performance management, and so forth) to arrive at the best mix of skills for delivering on their programmes and supporting programme countries. A few organizations have also undertaken "re-profiling" strategies. While there is no clear definition of such strategies, they similarly involve a determined effort to plan the recruitment, succession, career management and training of staff with a view to adjusting the skills, composition, functional and geographical repartition of the overall workforce. A few examples follow.

45. As part of its 2008 restructuring, the UNFPA human resources strategy sets transformational goals that address the culture of the organization and support the fulfilment of its mandate. The strategy identifies an integrated, holistic framework for the management of human resources in UNFPA that bases all human resources systems on an organizational competency framework; links performance management to the achievement of organizational results, including feedback on individual performance by a range of raters (360-degree assessment); incorporates "learning programmes" into staff development; and introduces the notion of career management and planning. The UNFPA career management system is based on the identification of career streams for the functional areas of the organization, and the development of learning programmes in these functional areas, so as to allow progression of staff along the various designated career streams. A new learning programme has been launched for mid-level managers with a view to strengthening their managerial competence and leadership skills. The restructuring also entailed the establishment of regional and subregional offices to provide integrated programmatic and technical support to country offices. A restructuring has also been undertaken at headquarters. Guidelines were established to support the restructuring effort to ensure a smooth transition. The Fund strengthened human resources in country offices through periodic competency-based recruitment drives for representatives and deputy representatives to obtain the talents required to play a more strategic role at country level. UNFPA has institutionalized its rotation policy and a corresponding annual rotation exercise to ensure staff mobility and better match skills to the requirements of posts.

46. Given its extensive country office network, UNDP has developed a new People-Centred Strategy for Managing Human Resources (2008-2011), with a focus on human resources management at the country level. In the interest of strengthened talent management — that is, getting the right person in the right job — UNDP is gradually moving from a "post" to a "pools" approach. This means shifting from recruiting for individual posts to creating pools of qualified candidates ("talent pools") along functional lines for all rotational posts up to the level of country directors. This is expected to allow for timely recruitment and smoother succession planning. There will be a thorough vetting process for entering into the pool. The UNDP competency framework forms the basis of this new talent management system. The competency framework was launched last year as a guide for helping managers and staff to understand what behaviours and skills are expected of them in their respective roles. UNDP is also launching leadership training for supervisors at all management levels, junior, middle and senior, including a mentoring programme for managers.

47. UNICEF is adjusting staff profiles to include social and economic policy analysis and rights-based programming while ensuring that long-standing staff

capacity in health, nutrition, education, water and sanitation will be ready to support country efforts. It has shifted towards a functional approach aimed at developing talents across functional/occupational areas such as HIV/AIDS, child survival, social policy, operations, human resources, and so forth, dictated by the needs of the organization. It has started the process of building pools of people with such talents for both internal (as a succession measure) and external candidates. Its New and Emerging Talent Initiative focuses on attracting, selecting, developing and retaining new external talent from entry- to mid-career levels with the ultimate goal of meeting the current and future needs of UNICEF. The initiative is associated with intense training and mentoring. Mobility has given to the organization the flexibility to deploy the right mix of skills and competencies to manage its various programme needs. A number of leadership programmes are being implemented.

48. FAO launched a major reform for "FAO Renewal", entailing the identification of new strategic objectives. Full introduction of results-based management is one of the priorities in the plan. The decentralization of FAO will be strengthened, and accompanied by delegation of authority with accountability. Decentralized offices will be specifically tailored to the needs of individual countries and regions, with a rationalized coverage based notably on developmental impact at the country level being considered. An incentive-based rotation policy between headquarters and decentralized offices is under elaboration. Reporting relationships are being redesigned to help the FAO Heads of Decentralized Office lead the organization's response to evolving country and subregional priorities. An information and knowledge strategy is being prepared to help to ensure unity of purpose in a networked and decentralized organization. The composition of staffing in regional and subregional offices will be adjusted in line with priority needs. Staff training on results-based management, revised delegations, as well as technical areas, is being strengthened.

49. WHO has undertaken a pilot project on staff re-profiling in three countries of the African region. This exercise had resulted in the reorientation and restructuring of WHO country offices in the region and recruitment for higher-level posts with longer duration of service at the country level.

2. Issues specific to staff involved in coordination

50. The quality and quantity of human resources required to adequately support programme countries are so broad that it is imperative for United Nations system organizations to work closely together in delivering operational activities. Specific human resources issues, however, arise for the personnel in charge of coordination, in particular the resident coordinator and the United Nations country team.

Resident coordinators

51. As reaffirmed by the General Assembly in resolution 62/208, the resident coordinator has the central role in making possible coordination of United Nations system operational activities for development at the country level. He or she ensures that they effectively respond to national priorities of the respective countries (resolution 62/208, para. 90).

52. In paragraph 102 of resolution 62/208, the General Assembly called upon the Secretary-General to improve the transparency and competitiveness of the recruitment processes for senior high-level posts in the United Nations development

system in order to find the best candidates both inside and outside the system, and ensure that gender and geographical balance are taken into account. It also encouraged efforts by the United Nations development system to improve the selection and training process of resident coordinators (para. 94).

53. The recruitment and selection processes of resident coordinators have been under continuous improvement through measures to promote a rigorous, transparent, objective and inclusive system to ensure quality of candidates as well as greater diversity among sitting resident coordinators.

54. A balance has now been achieved between resident coordinators from the North and the South, with the South accounting for 51 per cent of the sitting resident coordinators in 2008 as compared to 46 per cent in 2004 (see table 2 below). Achieving gender balance remains a challenge, although in 2008 there has been an improvement with women comprising 31 per cent resident coordinators, up from 26 per cent in 2004. In 2008, resident coordinators from non-UNDP organizations comprised 33 per cent of resident coordinators, compared to 27 per cent in 2004. UNDP has committed to ensuring that, by 2011, 40 per cent of the resident coordinators will be recruited from other United Nations organizations.

Table 2
Distribution of resident coordinators by agency affiliation, sex and geographic origin or nationality

		Agency affiliation						*Sex*				*Geographic origin or nationality*			
Year	*Total number of resident coordinators*[a]	*UNDP*	*Percentage*	*Other Excom*	*Percentage*	*Specialized agencies, non-resident agencies*	*Percentage*	*Female*	*Percentage*	*Male*	*Percentage*	*North*	*Percentage*	*South*	*Percentage*
2008	121	81	67	15	12	25	21	38	31	83	69	59	49	62	51
2006	125	87	70	14	11	24	19	38	30	87	70	61	49	64	51
2004	125	91	73	9	7	25	20	32	26	93	74	67	54	58	46

Source: UNDP human resources statistics 2008.
[a] As at year-end.

Recruitment process

55. Potential resident coordinator candidates are put forward by their parent United Nations organizations to undertake an assessment by the resident coordinator assessment centre. The centre, run by an independent private contractor, conducts a comprehensive competency-based assessment of the potential candidates.

56. Successful candidates can then be nominated by United Nations organizations for vacant resident coordinator posts for consideration by an Inter-Agency Advisory Panel. The Panel, composed of human resources directors and senior management staff of participating agencies and chaired by the Director of the United Nations Development Operations Coordination Office, reviews and recommends agency nominated candidates to be proposed to the Chair of the UNDG. Since 2000, the Panel mechanism has been strengthened through a more systematic and robust process, using stronger evidence to assess candidates, which includes the resident coordinator assessment centre data, and more recently, the resident coordinator performance appraisal ratings. The role of the Office for the Coordination of

Humanitarian Affairs, the Department of Safety and Security and the DPA are recognized in assessing the suitability of candidates for the posts of Humanitarian Coordinator and Designated Official for Security, respectively, as well as posts requiring explicit political skills and acumen.

57. The Inter-Agency Advisory Panel makes recommendations to the Chair of the United Nations Development Group, who then proposes candidates to the Secretary-General, for selection and appointment. The Secretary-General then seeks the accreditation of the host country, following which the resident coordinator is deployed.

58. While there is interest among mid-career staff in the Resident Coordinator post as a career option, there are a number of challenges. These include a perception that the incentive package is insufficient to create attractive conditions of service and the hesitations related to the functional and managerial complexity of the Resident Coordinator post.

59. There has been recently a decline in the number of candidates undertaking the resident coordinator assessment centre, as well as a reduction in the number of candidates in the resident coordinator pool[5] applying to resident coordinator vacancies. There is an urgent need for a larger pool of high-calibre candidates to be placed against Resident Coordinator posts. The United Nations Development Group accordingly launched the "Resident coordinator talent management initiative" in 2008-2009 as a major policy initiative to address this need in the short, medium and long term. Steps being considered include the development of an enhanced inter-agency mobility and incentives package, with a "right of return" to the parent agency. They also include targeted interventions to attract staff of specialized agencies and non-resident agencies as well as women and to better prepare them for the exam. A comprehensive action plan has been prepared, which is due to be presented to the United Nations Development Group for endorsement in mid-2009.

60. Another concern is identification and selection of suitable candidates for the humanitarian coordinator function, for which the existing pool of potential candidates is found inadequate. Thus, since 2006, there has been an effort to develop a stronger pool of potential humanitarian coordinators (which feeds into, and is a subset of, the resident coordinator pool) managed by the Office for the Coordination of Humanitarian Affairs under the auspices of the Inter-Agency Steering Committee.[6] Candidates from this humanitarian coordinator pool would be presented by the emergency relief coordinator for consideration for resident coordinator/humanitarian coordinator positions or for Resident Coordinator posts in countries where humanitarian coordination is required.

61. In recognition of the expanded governance structure of the United Nations Development Group, the United Nations Development Group Advisory Group[7] in September 2008 suggested that the United Nations Development Group Chair brief

[5] The resident coordinator pool refers to an inter-agency roster of candidates who have successfully undertaken the resident coordinator assessment centre and are eligible to apply for Resident Coordinator posts.

[6] The Inter-Agency Steering Committee is the primary mechanism for inter-agency coordination of humanitarian assistance and includes both United Nations and non-United Nations entities.

[7] The newly constituted Advisory Group of the United Nations Development Group comprises 13 organizations of the United Nations system and advises the Chair of the United Nations Development Group on issues related to the management of the resident coordinator system.

the Advisory Group principals twice a year on the outcomes of the Inter-Agency Advisory Panel and appointments of new resident coordinators.

62. There is a need for commensurate human resources for the resident coordinator to carry out his or her function to coordinate the activities of organizations of the United Nations system at the country level. While UNDP and the United Nations Development Operations Coordination Office provide funds to each resident coordinator office, in most cases this does not cover the cost of the necessary staff support for the resident coordinator office. Resident coordinators are able to raise additional funds at the country level on an ad hoc basis, including for the work of the United Nations country team. The Chair of the United Nations Development Group and non-resident agencies have repeatedly underlined that the office of the resident coordinator should be lean, and that its activities should be undertaken with the support of the United Nations system agencies (which requires that the necessary support mechanisms be in place in non-resident agencies). However, this does not fully suffice in some cases and a number of resident coordinator offices remain understaffed.

United Nations country teams

63. The United Nations country team ensures inter-agency coordination and decision-making at the country level. The main purpose of the country team is for individual agencies to plan and work together, as part of the resident coordinator system, to ensure the delivery of tangible results in support of the development agenda of the Government. The United Nations country team will ensure full participation of all other United Nations entities active in a given country in the decision-making process concerning strategic and programmatic issues.

Recruitment of heads of agencies at country level

64. Heads of agencies in the country are selected by their respective organizations in accordance with systems and sets of competencies specific to each organization. The practices for the recruitment of senior posts vary from organization to organization. In most cases, vacancies are issued internally and externally. A few organizations advertise such posts internally only. Most organizations conduct interviews and several organizations such as ILO, UNESCO, UNIDO and UNFPA use assessment centres as well. In most cases, the Director-General/Executive Head takes the final decision on D-1/D-2 posts. The High-Level Committee on Management will consider recruitment practices for senior posts and take steps for their possible harmonization. To ensure that the best talents are made available to United Nations country teams, there is a need to reach out to senior staff both within and outside organizations of the United Nations system in recruiting for senior-level posts in programme countries.

3. National Professional Officers and other United Nations system personnel in the countries

National Professional Officers

65. The General Assembly, in paragraph 127 of its resolution 62/208, highlighted the importance of the use of National Professional Officers (NPO) and national consultants. National Professional Officers work under ICSC guidelines. The criteria established for this category of staff include: (a) the work should have a

national content, requiring national knowledge and experience; (b) NPOs should be nationals of the country in which they serve and should not be subject to reassignment to any duty station outside of the home country; (c) NPO posts should be graded on the basis of the standards used for classifying Professional posts; and (d) conditions of service should be established in accordance with the principle of the best prevailing conditions in the locality for nationals carrying out functions at the same or similar level, through the application of the NPO salary survey methodology promulgated by ICSC.[8]

66. National Professional Officers are an extremely valuable component of the staff of the United Nations system. Their specific substantive, institutional, linguistic and cultural knowledge enables United Nations organizations to achieve greater relevance and continuity in the field. National Professional Officers also play a unique role in capacity-building.

67. Efficient recruitment and training of national staff is important. UNFPA has been facing difficulties in recruiting and retaining national staff as operations managers, owing to the competition from other organizations. Those posts of operations managers have been converted to international posts and a number of national operations managers competed successfully for international operational managers' posts in other countries or regions. Issues related to career development of National Professional Officers also need to be addressed. For instance, national professional staff is considered internal candidate for international professional posts in UNDP. UNDP has adopted policies to train and coach national staff for international and regional assignments.

68. ICSC is currently reviewing the contracts and associated benefits of National Professional Officers to assess their degree of harmonization. An equitable system of compensation for National Professional Officers is necessary to attract and retain the best quality staff at the country level.

69. At the end of 2004, UNICEF had the largest number of National Professional Officers, with 1,523 staff members. UNDP had the second-largest complement, with 832 National Professional Officers, followed by WFP (267), WHO (248) and UNFPA (228).[9] Among the regional commissions, the Economic Commission for Africa has hired a growing number of National Professional Officers. Female representation is relatively low for this category of professionals.

United Nations Volunteers

70. While not considered staff of the United Nations, United Nations Volunteers are covered under United Nations security measures and enjoy non-monetary entitlements akin to those of United Nations staff. In 2008 some 7,700 United Nations Volunteers in 132 countries provided support to United Nations efforts towards peace and development. These United Nations Volunteers are experienced professionals with an average age of 37. In 2008, 34 per cent of the United Nations

[8] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 30* (A/61/30), annex IX.

[9] The present report uses the CEB compendium of statistics on national professional staff in 2004 for cross-organizational comparison. Increase in the number of National Professional Officers is reported by some agencies. UNFPA for instance reported 268 National Professional Officers in 2009.

Volunteers were deployed in their own country, with 48 per cent in Africa. Almost 80 per cent of them came from developing countries, with 46 per cent from Africa. In 2008, some 42 per cent of fielded United Nations Volunteers were deployed in peacekeeping operations or in humanitarian relief activities. The speed and flexibility of volunteer deployment makes them a valuable resource to address capacity gaps in emergencies or at times of peak requirements. Their frequent deployment at the grass-roots and community levels supports decentralized capacity transfer and promotes local ownership.

4. Training

Current trends

71. In paragraph 126 of resolution 62/208, the General Assembly requested the Secretary-General to continue and intensify training and skills upgrading of staff, notably at the United Nations System Staff College at Turin, Italy.

72. Training is essential to enable staff to adapt to the evolving external global and national environment or to evolutions in knowledge and technology, and "retools" them to function to the best of their capacity. It is also crucial in the context of United Nations and organizational reform to help staff to adjust their knowledge and attitudes to the new profile and substantive and programmatic priorities of the organizations.

73. As illustrated in earlier sections, organizations of the United Nations system are providing a range of skills and knowledge development programmes, geared towards increasing both the technical and managerial competencies of the staff.

74. There is a trend towards linking training to competencies identified by the organizations for guiding the process of recruitment and performance management. Training is also increasingly looked at in the context of functional networks created within a few organizations among staff with similar functions and substantive job contents. Management training, also involving field staff, is taking on increased importance. Change management training is also being gradually introduced. Other areas of training relate to orientation and induction, programme, operations, including work processes management, administration, budget and information and communications technology. Mandatory online training has been introduced in such areas as ethics, security and workplace harassment.

75. The United Nations Development Group has decided to look at ways to ensure greater accessibility of the training and learning resources of United Nations entities to staff across the system. This would allow the organizations to maximize the range of training opportunities available to United Nations system staff members and to positively impact on staff mobility. Some organizations, such as UNIDO, already utilize the expertise of other organizations, such as UNDP, to train their staff in programme countries.

76. Growing use is being made of information and communications technology and online tools to support training and knowledge development of United Nations personnel in the field. The United Nations Development Group website makes available programming and change management tools and learning resources for United Nations country teams. One example is the United Nations Development Group Toolkit for the improved functioning of the United Nations development system at the country level. UNIDO recently launched online training in

procurement. UNFPA and the University of Costa Rica developed a distance-learning course on population, which was taken by the vast majority of UNFPA staff. A certification course in finance has also been developed jointly by UNDP and UNFPA. FAO has a programme of work dedicated to harmonizing knowledge-sharing methodologies and promoting best practices in knowledge-sharing.

United Nations System Staff College

77. The objective of the United Nations System Staff College is to serve as a system-wide, knowledge-management and learning institution with a focus on inter-agency collaboration and operational effectiveness. It aims to develop a common system-wide leadership and management culture and promotes cohesion within the United Nations system. The focus of the Staff College programmes is on peace and security, development cooperation and United Nations system learning and training services. Strengthening the resident coordinator system is a priority of the Staff College activities. Table 3 shows that training in support of resident coordinator and United Nations country teams accounted for the majority of activities offered by the Staff College during the period 2006-2008. For instance, in 2008 90 per cent of all Staff College participants were trained on topics related to the resident coordinator system or United Nations country teams.

78. The Staff College invests in the continued growth of inter-agency knowledge networks in the areas of conflict prevention, safety and security, development cooperation and learning management. Its activities have resulted in enhanced competencies of United Nations staff involved in managing and/or supporting learning processes across the United Nations system, including at the country level. Other Staff College-supported regional and thematic networks include: the UNDAF/Common Country Assessment Facilitators Network, the UNDAF Quality Support and Assurance Group and the alumni of United Nations country team coordination and leadership workshops.

Table 3
United Nations System Staff College: activities in support of resident coordinators and United Nations country teams, organized from 2006 to 2008

Programme focus of the course	*Year*	*Number of workshops*	*Total number of participants*	*Number of male participants*	*Number of female participants*
All United Nations System Staff College training courses	2006	79	3 425	1 668	1 757
	2007	98	4 032	2 439	1 593
	2008	238	8 032	4 102	3 930
Support to resident coordinators and United Nations country teams	2006	52	2 752	1 550	1 202
	2007	73	3 301	1 999	1 302
	2008	214	7 253	3 672	3 581
Support to resident coordinators/country teams/all courses	2006	66%	80%	93%	68%
	2007	74%	82%	82%	82%
	2008	90%	90%	90%	91%

Source: United Nations System Staff College data in 2009.

Training of resident coordinators

79. The training of resident coordinators has progressively become more comprehensive and includes both newer and wider areas of knowledge and functional skills. It is more integrated within the framework of performance appraisal and competency development. It has also become more inclusive, involving contributions by specialized and non-resident agencies and other United Nations entities to promote knowledge of the United Nations system, collective leadership and a team spirit. Systematic coordination is also established with the Office for the Coordination of Humanitarian Affairs and the Department of Safety and Security to streamline the resident coordinator training with the humanitarian coordinator and training for designated officials for security.

80. Since 2006, the resident coordinator induction programme was redesigned. The resident coordinator training package administered by the United Nations Development Group in close cooperation with the United Nations System Staff College consists of (a) resident coordinator orientation (for individual resident coordinators prior to arrival in country); (b) resident coordinator induction (two-week group training in three phases on resident coordinator knowledge areas and functional skills; management skills; and agency briefings); (c) resident coordinator in-service training (focus on United Nations reforms and select substantive topics); (d) women's leadership programme; and (e) the resident coordinator/humanitarian coordinator/designated officials/Deputy Special Representative of the Secretary-General package (online handbook).

81. The resident coordinator induction training addresses aspects related to the multiple roles of the resident coordinator/humanitarian coordinator/designated officials, and develops the skills required for these roles. Recognizing the need for resident coordinators to have appropriate skills in complex, conflict-sensitive country situations; political acumen and sensitivity, strategic thinking, negotiation skills and consensus-building have been introduced as part of the training.

82. In 2007, the Office for the Coordination of Humanitarian Affairs launched a leadership development programme on humanitarian coordination for resident coordinators and resident coordinator/humanitarian coordinators, including the conduct of five regional workshops to familiarize them with their roles and responsibilities in this area, in cooperation with other partners. In 2009, the Office for the Coordination of Humanitarian Affairs with other agencies conducted a workshop on using international and national legal frameworks when working with Governments and non-State actors. The Department of Safety and Security organizes separate security briefings at headquarters for first-time resident coordinators.

83. As a result of the expanded induction programme, its duration has extended from two weeks (in 2005) to five weeks (in 2008) on a staggered basis, thus increasing the cost of training. United Nations system agencies based in Europe have agreed to cost-share some additional costs in 2008, but sustainable arrangements will have to be agreed upon for future trainings.

C. The challenge of planning for the succession of retiring staff members

84. Around 55-60 per cent of the Professional staff of selected United Nations Development Group organizations at both headquarters and other established offices is over 45 years old (see table 4). A substantial segment of the workforce is already relatively close to retirement age.

85. Very generally, organizations with larger operational activities and an extensive network of field offices tend to have younger Professional level staff, whereas others with a high technical orientation and/or regulatory or normative work have older Professional staff. The percentage of the Professional staff over 50 is about 26 per cent for UNICEF, 28 per cent for WFP, 32 per cent for UNDP, 43 per cent for WHO and 49 per cent for UNFPA (see table 4).

86. With the upcoming numbers of retirements, there may be a risk of losing valuable expertise and institutional memory unless due attention is paid to forward-looking planning and replacement strategies. The upcoming demographic transition of the United Nations system will also present opportunities to rejuvenate staff working on operational activities and hire staff equipped with skills adequate to responding to current requirements.

87. Recruitment and retention of young Professionals, however, continues to be a challenge across the system. Its organizations compete against other international or regional organizations and non-governmental organizations. The age of entry on duty is relatively high, which reflects the low number of junior posts in the United Nations system. The Joint Inspection Unit, in a 2007 report entitled "Age structure of human resources in the organizations of the United Nations system" (A/62/628), pointed to the urgent need to strengthen the career development and long-term prospects of younger Professional staff. The Leadership Development Programme and the Talent Management Programme of UNDP, and the Young Professional Programme of UNICEF were identified as good examples. Comprehensive career development programmes have also been elaborated and introduced in UNESCO, ILO, UNFPA and WHO.

88. The 2007 Joint Inspection Unit report also pointed to the need for organizations to implement "succession planning" as a human resource tool, noting that this practice is implemented in very few organizations. Succession planning efforts should identify competencies and critical needs available in the whole organization; give high potential staff challenging and career developing assignments in addition to formal training courses; address organization-specific human resources challenges such as ensuring gender and geographical balance; and facilitate the retention of skilled, qualified staff members. As shown in section B above, United Nations organizations already address some aspects of such succession planning. UNDP for instance will give special attention to succession planning as part of its ongoing strategic plan. UNFPA also developed a comprehensive succession planning framework that will have implications for recruitment, staff development and career management.

Table 4
Age distribution of Professional staff at headquarters and other established offices of 10 selected United Nations Development Group member organizations, as at 31 December 2007

	Age of staff								
Organization	*Less than 30 years*	*30-34 years*	*35-39 years*	*40-44 years*	*45-49 years*	*50-54 years*	*55-59 years*	*60-64 years*	*65 years and older*
UNDP	79	276	273	303	348	321	238	47	0
Age group/total (percentage)	4.19	14.64	14.48	16.07	18.46	17.03	12.63	2.49	0.00
UNICEF	66	233	306	294	287	225	146	35	1
Age group/total (percentage)	4.14	14.63	19.21	18.46	18.02	14.12	9.17	2.20	0.06
UNFPA	13	71	50	54	64	109	100	29	1
Age group/total (percentage)	2.65	14.46	10.18	11.00	13.03	22.20	20.37	5.91	0.20
WFP	29	180	231	252	268	226	115	31	1
Age group/total (percentage)	2.18	13.50	17.33	18.90	20.11	16.95	8.63	2.33	0.08
WHO	19	134	248	278	337	353	335	76	2
Age group/total (percentage)	1.07	7.52	13.92	15.60	18.91	19.81	18.80	4.26	0.11
IFAD[a]	7	26	42	40	55	51	33	8	0
Age group/total (percentage)	2.67	9.92	16.03	15.27	20.99	19.47	12.60	3.05	0.00
UNESCO	25	108	132	152	124	162	222	68	1
Age group/total (percentage)	2.52	10.87	13.28	15.29	12.47	16.30	22.33	6.84	0.10
FAO	11	88	128	169	210	282	268	114	1
Age group/total (percentage)	0.87	6.92	10.07	13.30	16.52	22.19	21.09	8.97	0.08
UNIDO	5	14	25	36	35	50	57	15	0
Age group/total (percentage)	2.11	5.91	10.55	15.19	14.77	21.10	24.05	6.33	0.00
ILO	2	30	63	99	110	166	147	49	2
Age group/total (percentage)	0.30	4.49	9.43	14.82	16.47	24.85	22.01	7.34	0.30
Average (percentage)	**2.43**	**11.03**	**14.24**	**15.95**	**17.48**	**18.50**	**15.79**	**4.49**	**0.09**

Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007.

[a] IFAD is not precisely a part of the common system, but it has chosen to follow the common system.

D. Challenges associated with dealing with multiple human resources policies and procedures across the system

89. The diversity in human resources policies and procedures across the system is a concern for staff and non-staff personnel. Colleagues may work side-by-side delivering similar tasks under very different conditions of service. Lack of harmonization of human resources policies and regulations also impedes closer cooperation in many country offices and hinders the move towards the more effective, efficient and coherent United Nations system envisioned by the General Assembly in resolution 62/208. The present section addresses (a) measures planned by CEB to harmonize human resources polices and procedures; (b) issues related to the diversity of contractual status; and (c) inter-agency and geographical mobility.

1. Chief Executives Board for Coordination plan of action towards harmonizing human resources management policies and procedures across the United Nations system

90. The General Assembly, in its resolution 62/208, recognized the importance of harmonizing human resources management. The plan of action for the harmonization of business practices of organizations of the United Nations system adopted by CEB in response to that resolution aims, among others, to make human resources policies and procedures consistent across the system. It should result in facilitating mobility between organizations, simplifying processes and increasing efficiency. The plan will also increase the integration of field staff into the organizations. One element of the plan is to conduct a study of the staff regulations and staff rules of the organizations of the United Nations common system, with a view to identifying areas where harmonization may be called for. The study is co-sponsored by ICSC. Extrabudgetary resources are needed for the full implementation of the CEB plan.

91. The DaO initiative has also opened up a number of issues related to human resources. Pending the evaluation of this initiative, some issues will be considered by the High-level Committee on Management for possible wider applicability, including the harmonization of different contract modalities, post classification in various agencies and performance assessment systems.

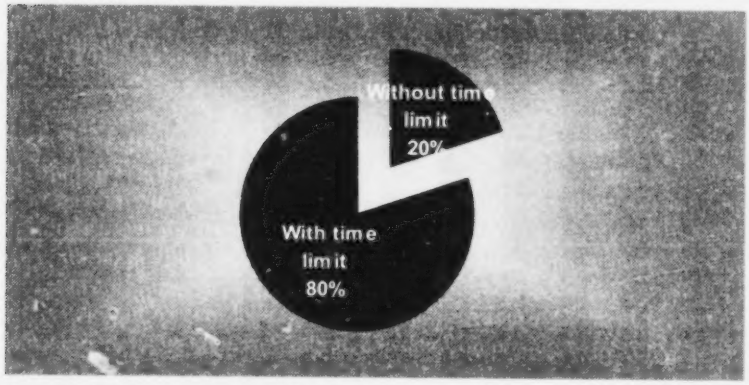
2. Diversity of contractual status

Variation in the types of appointments among United Nations staff

92. The staff of the United Nations funds, programmes and specialized agencies and among the staff of the United Nations Secretariat work under multiple types of appointments.

Figure I

Type of appointments for Professional staff of 10 selected member organizations of the United Nations Development Group, as at 31 December 2007 (headquarters and other established offices)



Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007, based on table 6.

Table 5

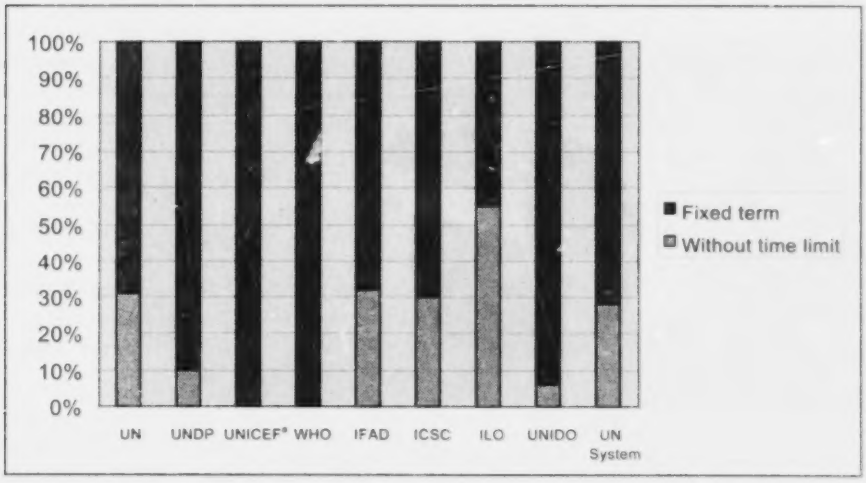
Professional staff at headquarters and established offices of selected member organizations of the United Nations Development Group by type of appointment, as at 31 December 2007

	Without time limit, including permanent staff		*Fixed-term staff*		
Organization	*Number of Professional staff*	*Total Professional staff (percentage)*	*Number of Professional staff*	*Total Professional staff (percentage)*	*Total number of Professional staff*
UNDP	193	10	1 692	90	1 885
UNICEF	0	0	1 593	100	1 593
UNFPA	64	13	427	87	491
WFP	689	52	644	48	1 333
WHO	1	0	1 781	100	1 782
IFAD	84	32	178	68	262
UNESCO	21	2	973	98	994
FAO	649	51	622	49	1 271
UNIDO	15	6	222	94	237
ILO	368	55	300	45	668
Total/average	**2 084**	**20**	**8 432**	**80**	**10 516**

Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007.

Figure II

Type of Professional staff appointment for the United Nations common system, as at 31 December 2007 (headquarters and other established offices)



Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007.

* UNICEF reports that it also has staff with fixed-term contracts, although this does not appear as such in the CEB compendium, owing to definitional issues.

93. For the 10 selected member organizations of the United Nations Development Group above, the majority (80 per cent) of Professional staff at headquarters and other established offices is on fixed-term contracts or "contracts with time limits". Only 20 per cent of staff in those United Nations Development Group organizations has "contracts without time limits" at the end of December 2007 (see figure I and table 5). The percentage of personnel with contracts "without time limits" (including permanent contracts) ranges from 0 per cent for WHO to 55 per cent for ILO, 52 per cent for WFP, and 51 per cent for FAO (see figure II).

94. The flexibility allowed by having staff on contract with time limits may be an important strategic advantage in being able to provide the "right skills at the right time in the right place" and to facilitate prompt response to the requirements and crises of developing countries. Yet it also raises the question of job security of United Nations system staff who often work for long periods of time under such contractual arrangements with the expectation of continuation of employment.

95. Streamlining contractual modalities has been a persistent challenge to United Nations Development Group member organizations. As stated above, today, in country offices and headquarters locations, staff members work closely together to deliver different aspects of the overall United Nations support, often under a number of different contractual arrangements. This has led to dissatisfaction among staff, owing to perceived unequal treatment. The existing variation in contracts among various organizations can also make inter-agency mobility more complicated. From an administrative point of view, varied contractual arrangements, each with different conditions of service and benefits, can lead to complex and time-consuming administrative work in the various offices concerned.

Recent harmonization of contractual arrangements in the United Nations

96. The reform proposals of the United Nations Secretary-General, approved by the General Assembly in resolution 63/250, entail replacing the current various contractual arrangements existing within the United Nations Secretariat with one single set of Staff Rules (based on the current 100 series), and three types of appointments based on the duration of appointment starting from 1 July 2009. The three types of appointments are: temporary, fixed-term and continuing. The duration of appointment to be offered will be determined in accordance with organizational needs.

97. The reform will further enhance transparency in the recruitment process, reduce inequality in conditions of service and facilitate the career progression of United Nations staff members. It will align closely the conditions of service of staff in the field with those applied at the level of the common system. The reform recognizes that the United Nations needs a truly integrated field-oriented and global workforce that will better serve its operational mandates. The reform will also make it easier for entities to share staff resources through transfers and exchanges. This will increase the attractiveness of the United Nations to qualified personnel.

98. New Staff Regulations were approved by the General Assembly in March 2009. New Staff Rules are being prepared, which will be issued provisionally on 1 July 2009 and will be reviewed by the General Assembly at its next session.

99. The reform will apply to the Secretariat and the funds and programmes. Its implementation entails significant challenges, some of which may need to be addressed by the governing bodies of the funds and programmes. One challenge is to train United Nations country offices in using the new contractual modalities in recruiting new staff as well as administering current staff, given the short time frame for implementation. The challenge is particularly acute for UNDP, which also manages the personnel of a range of other entities.

100. The introduction of the "One United Nations Contract" responded to the recommendation made by ICSC to the General Assembly regarding the introduction of a contractual framework applicable to the whole common system. The General Assembly decision on the new contractual framework would be applicable to all United Nations system entities, provided it is endorsed by the respective governing bodies.

101. At the same time, the ongoing work on contractual frameworks does not impact on the even larger problem linked to the host of contract arrangements applicable to the broad number of non-staff members employed by United Nations system entities. CEB, as part of its plan of action, has decided to give the highest priority to a review of the various contract arrangements which exist in some member organizations.

3. Facilitating inter-agency and geographical mobility

Inter-agency mobility

102. Inter-agency mobility offers opportunities for cross-fertilization of professional experiences and career development, ultimately helping staff members to deliver more efficient support and better results at the country level. It is also key to promoting inter-organizational cooperation and coherence. In November 2005,

CEB issued a revised and more comprehensive policy on inter-agency mobility, providing the basis for greater harmonization in the United Nations common system. The policy clarifies the compensation and benefits for staff transferring or entering into an exchange agreement with another United Nations system organization. This framework ensures that staff can move across organizations, without interruption in compensation, benefits and eligibility for promotion. Data on inter-agency movements is not collated across the system. Therefore, it is not possible to determine the extent of inter-agency mobility or to track the impact of the revised policy.

103. Despite the availability of information on vacancies on the websites of all United Nations Development Group member organizations, and despite the fact that a policy is in place, there is a perception, particularly among staff, that inter-agency movement is relatively limited. One view is that because many United Nations entities are career organizations, they must find a balance between external recruitment and career development opportunities for internal staff.

104. From the point of view of staff, there are still some disincentives to mobility that should be addressed through proactive programmes. One important aspect is the different promotion and recruitment criteria in place in various organizations. For instance, the United Nations Secretariat does not count the number of years of experience in the same way as do the funds and programmes, which prevents some middle-level staff of the funds and programmes from joining the Secretariat. Without harmonization in this area, it will be hard to foster true inter-agency mobility. Harmonization of contractual status is also key to enabling mobility.

105. In response to demands from pilot countries, the United Nations Development Group has agreed to address the issue of inter-agency mobility. One positive example is the One UN Communication Team in Viet Nam, for which participating agencies plan to consider candidates from other organizations of the United Nations system as internal candidates (see box 3).

Box 3
The One UN Communication Team in Viet Nam

In Viet Nam, a joint thematic inter-agency cluster — the "One UN Communication Team" — was established. It comprises UNDP, UNFPA, UNICEF, United Nations Volunteers and the Joint United Nations Programme on HIV/AIDS. It has worked to ensure equitable grade levels among the members of the team, clear reporting lines (with agency members reporting directly to the Communication Team Manager yet maintaining linkages with their respective agency focal points), joint recruitment processes, joint job-classification exercises and agreement on using the UNFPA 360-degree feedback performance appraisal system for team members.

Posts will be advertised by respective funding agencies in accordance with their own human resources policies. It is planned that applicants from other agencies will be considered as internal candidates.

Geographical mobility

106. Organizations of the United Nations system have encouraged periodic rotation between the field and headquarters as well as between country offices. Such mobility helps to match the staff skills with the changing requirements in country offices. For the staff members, it offers the opportunity to acquire varied and diverse experience and learning. One issue, however, is that despite innovative programmes such as the spouse employment programme or "Dual employment and staff mobility programmes" (adopted by a large number of United Nations organizations), the lack of employment opportunities for spouses makes periodic mobility difficult for dual-career families. Several consecutive staff assignments to non-family duty stations may have negative consequences for families and for work-life balance. Challenges also include how to make the best use of competencies of staff at the field level when they return to headquarters, and how to ensure that they do not lose their technical expertise.

E. The challenge of ensuring staff security

107. United Nations personnel continue to be the target of deliberate attacks by extremists, armed groups, and disgruntled sections of the population in all areas of humanitarian and United Nations operations.

108. Key factors contributing to increased challenges for United Nations security worldwide include the expansion of United Nations system operations; rising criminality owing to deteriorating public security and the limited capacity of local authorities in countries facing economic, political and social tension; the spread of terrorism; as well as rising public expectations and local dissatisfaction with United Nations operations.

109. There is tension between ensuring that the United Nations delivers on its mandates and, at the same time, that delivery is carried out with a risk-management perspective. In this regard, the resident coordinator as designated official for security needs to be supported adequately at all levels of the United Nations system.

110. The security of office premises must also be assured. At a time when agencies are increasingly co-located into United Nations houses or are planning to co-locate, there is a clear understanding that this issue should be dealt with on a case-by-case basis, factoring in the particular threats in a given country or region or specific location, the host Government's ability to protect as well as the specific profile of the programme.

111. In response to the Independent Panel on Safety of UN Personnel and Premises Worldwide,[10] CEB, at its spring session on 4 April 2009, endorsed the development of a comprehensive plan to strengthen security system-wide. The aim is to build a more flexible, more dynamic, and more resilient United Nations security management structure. While recognizing that there is no programme without security, and no security without resources, the plan would propose a shift of culture and mindset from a focus on "when to leave" to a focus on "how to stay". The plan

[10] Report of the Independent Panel on Safety of UN Personnel and Premises Worldwide entitled "Towards a culture of security and accountability", dated 9 June 2008. The Panel was established following the attack on 11 December 2007 against the United Nations in Algiers.

would promote a culture of mainstreaming security across all levels of the organization and entail measures such as, among others, increasing resources for staff safety and security, increasing liaison with the host country on security issues, and strengthening the security of national staff.

112. Since 2007, the United Nations System Staff College and the Department of Safety and Security have implemented a comprehensive approach to address the need for improved security and safety for United Nations staff operating in high-risk environments. The joint Safe and Secure Approaches in Field Environments programme provides the United Nations system with a standard safety and security learning curriculum. It also helps the United Nations country teams to tailor this curriculum to their different needs and implement it. The programme is currently running in 13 countries and has certified over 6,000 United Nations staff.

F. The challenge of ensuring equal representation of women

1. Representation of women in the Professional category

113. The General Assembly, in paragraph 66 of resolution 62/208, called upon the organizations of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at all levels for positions that affect operational activities, including appointments of resident coordinators and other high-level posts, keeping in mind the principle of equitable geographical distribution.

114. Between 2004 and 2007, the percentage of women in various grades within organizations in the United Nations system increased slightly to 37.96 per cent of Professional staff members at the end of 2007, from 36.90 per cent at end-2004 (see table 6). The larger increase was achieved at the headquarters level, with female representation scaled up from 39.60 per cent in 2004 to 41.79 per cent in 2007. In contrast, at the end of 2007, representation of women at field duty stations was 34.21 per cent and that among project staff was 30.60 per cent. This may indicate a serious challenge for the Organization in attracting and retaining talented women at the field level.

Table 6
Professional staff of organizations in the United Nations common system by organizational location and percentage of female Professional staff, as at 31 December from 2004 to 2007

	Headquarters	*Other than headquarters-established offices (Field)*	*Project*	*All locations*
2004				
Total Professional staff	10 943	8 574	3 489	23 006
Female Professional staff	4 328	2 868	1 301	8 497
Female representation (percentage)	39.60	33.40	37.30	36.90
2005				
Professional staff	11 220	10 208	2 317	23 745

	Headquarters	*Other than headquarters-established offices (Field)*	*Project*	*All locations*
Female Professional staff	4 535	3 557	745	8 837
Female representation (percentage)	40.42	34.85	32.15	37.22
2006				
Professional staff	13 036	9 585	2 087	24 708
Female Professional staff	5 346	3 282	675	9 303
Female representation (percentage)	41.00	34.20	32.30	37.70
2007				
Professional staff	13 211	11 191	1 160	25 562
Female Professional staff	5 521	3 828	355	9 704
Female representation (percentage)	41.79	34.21	30.60	37.96
Change 2004-2007				
Percentage increase (decrease)	**2.19**	**0.81**	**(6.70)**	**1.06**

Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2004, 2005, 2006 and 2007.

115. Only UNFPA achieved gender parity (52.14 per cent) in its Professional staff as at 31 December 2007. UNICEF is very close to achieving it. IFAD and UNESCO have over 45 per cent of women in their Professional staff; ILO, WFP and WHO have over 40 per cent (see table 7).

116. However, women account for a clear majority in the entry-level and lower Professional grades, although these numbers are relatively small with reference to total Professional staff. Representation of women in the Professional staff declines, with few exceptions, from grade P-3 (see figure III). For instance, in UNDP, at the end of 2008, women accounted for 42 per cent of all UNDP international Professional staff. The representation of women was 49 per cent for junior management, 38 per cent for middle-level and 36 per cent for senior management.[11] Although there is a steady progress, gender parity at the senior-level management is still a major challenge for almost all United Nations Development Group organizations.

[11] UNDP reporting to the Department of Economic and Social Affairs in 2009.

Table 7

Number and percentage of female Professional staff by grade, of selected member organizations of the United Nations Development Group, as at 31 December 2007

Organization	*P-1*	*P-2*	*P-3*	*P-4*	*P-5*	*D-1*	*D-2*	*UG*[a]	*Total female Professional staff*
UNDP	14	147	124	174	169	77	19	7	731
Female representation in grade (percentage)	63.63	58.80	36.36	36.40	34.99	33.62	32.47	53.84	38.78
UNICEF	5	154	246	252	97	13	5	2	774
Female representation in grade (percentage)	33.33	64.17	48.14	47.55	39.43	37.14	38.46	66.67	48.59
UNFPA	1	42	29	61	92	23	5	3	256
Female representation in grade (percentage)	100.0	76.36	61.70	46.21	49.46	43.40	35.71	66.67	52.14
WFP	6	127	165	127	78	21	9	3	536
Female representation in grade (percentage)	75.0	52.48	39.18	39.44	36.62	25.30	23.08	60.0	40.21
WHO	6	82	148	253	184	44	13	7	737
Female representation in grade (percentage)	78.0	59.42	50.68	48.75	34.26	20.95	24.53	28.0	41.36
IFAD	2	24	41	24	19	6	1	1	118
Female representation in grade (percentage)	50.0	60.0	73.21	35.29	25.67	42.86	14.28	20.0	45.04
UNESCO	19	130	144	82	70	15	7	1	468
Female representation in grade (percentage)	76.0	59.63	55.38	40.39	38.89	22.39	25.0	7.69	47.08
FAO	4	81	117	99	68	15	5	2	391
Female representation in grade (percentage)	28.57	53.29	44.49	25.45	23.37	13.76	13.51	1.25	30.76
UNIDO	1	8	19	16	9	8	0	0	61
Female representation in grade (percentage)	100.0	50.0	30.64	31.37	12.68	26.67	0.0	0.0	25.74
ILO	0	13	59	91	71	30	6	4	274
Female representation in grade (percentage)	Not applicable	76.47	52.21	43.96	29.83	47.62	28.57	44.44	41.01

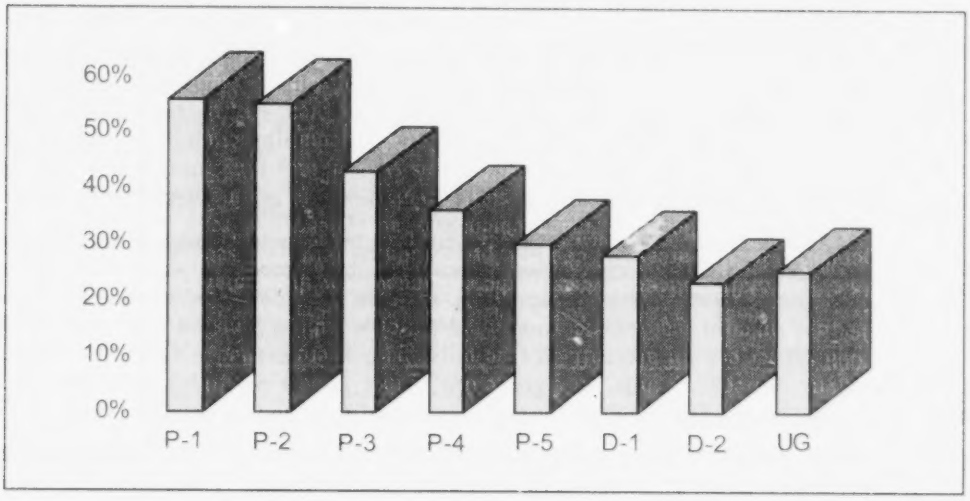
Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007.

[a] For grade, please see the CEB definition on page 4 of the present report.

Figure III

Representation of women in the Professional staff of the United Nations common system, by grade, as at 31 December 2007

(Percentage)



Source: Chief Executives Board for Coordination, High-level Committee on Management, personnel statistics data, as at 31 December 2007.

2. Proactive strategies to promote the equitable representation of women

117. Various approaches are employed by United Nations Development Group organizations to increase the number of qualified female candidates and retain women Professionals.

118. The most frequently adopted plans include family leave, part-time work, special leave without pay and awareness measures against sexual exploitation. Some 15 organizations have also adopted a spouse employment policy. However, only a few organizations have adopted innovative measures such as job-sharing, target recruitment, and annual gender audits. There is need to enhance mechanisms to hold managers accountable for the decisions they make regarding establishing gender-balanced workplace.[12]

119. As a strategy to achieve gender parity, in 2008 the United Nations Development Group initiated the women's leadership development programme, which aimed at identifying challenges and proposing strategies for enhanced retention of women in leadership positions within the United Nations system. The programme, which comprises leadership training and mentoring, brought together 35 women resident coordinators to share their experiences and collectively design strategies for overcoming challenges that hinder their career advancement and

[12] The secretariat of ICSC has published an analytical report reviewing gender balance in the United Nations common system during the period from 1 January 2005 to 31 December 2006, based on CEB personnel statistics and a survey. The report also contains information on recent developments in policies and measures to achieve gender balance, as at January 2008 (ICSC/67/R.11).

retention within the United Nations system. Key recommendations of the programme will be implemented in 2009. More system-wide and targeted efforts (e.g., developing courses and/or training materials) will help to prepare candidates for potential resident coordinator assignments, particularly among qualified women and candidates from developing countries and the full range of United Nations organizations.

120. In UNDP, gender parity has been integrated in the corporate accountability and monitoring tools. UNDP instituted a "gender and diversity balance scorecard", which allows managers in headquarters and country offices to evaluate their progress in meeting targets regarding gender representation as well as creating an organizational climate that fosters gender equity. The UNDP Strategic Plan sets up the target of 50/50 gender parity by 2011 for all levels of international Professionals.

121. Some organizations use affirmative action to promote women to the D-1 and D-2 levels. UNICEF reports an increase in the number of women at senior management levels using this approach. In 2008, it achieved an increase of 7 per cent of women at the D-2 level and 6 per cent at the D-1 and L-6 levels. The UNICEF policy for recruitment is "two women for every three vacancies" where gender imbalance exists. The goal is to ensure gender parity by 2010. UNICEF offers a range of possibilities for adjusting work-life balance in country offices.

122. UNFPA (which has already achieved 50/50 gender parity) has a comprehensive policy to make UNFPA an attractive employer, and intensive efforts are being made to increase staff well-being (e.g., work-life balance) and create positive work environment.

123. WFP has a women leaders' group which focuses on improving the gender balance, in particular at the senior management level. The key elements of this programme are informal networking and a mentoring system to address barriers that women face in moving up the ladder to senior positions.

124. UNIDO developed a gender policy through staff/management consultations. The policy contains provisions for affirmative action and accountability.

125. ILO has adopted a holistic approach. Its human resources department and Gender Bureau have been working closely together to achieve gender parity by 2010. ILO has been making steady progress backed up by the 1999 policy on gender equality and mainstreaming. ILO has initiated a series of participatory gender audits in accordance with this policy, which was the first exercise of this kind to be introduced in the United Nations system.[13] The objective of the audits is to promote organizational learning on how to mainstream gender effectively, in the policies, programmes and structures of the institution.

126. Overall, retention of women is a major challenge to the United Nations system, especially at the field level and for organizations working in humanitarian and post-conflict situations. Family obligations often come into play. Dual-career families also face difficult challenges. In the future, individual measures taken by the various organizations should be harmonized and made more coherent.

[13] http://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_101030.pdf).

IV. Conclusions and recommendations

127. **The Economic and Social Council may wish to:**

(a) **Request organizations of the United Nations system to mobilize adequate human resources to support the development of new UNDAFs and invite donors to provide support in this regard;**

(b) **Request organizations of the United Nations system to adjust recruitment processes and to intensify efforts to identify qualified national and international staff to be placed on a roster of candidates for rapid deployment to situations of transition from relief to development;**

(c) **Call upon the United Nations Development Group and the United Nations System Staff College to further develop knowledge and training on capacity development, building on progress made thus far;**

(d) **Encourage the United Nations system to conduct, when appropriate, assessments of adequacy of human resources capacities in United Nations country teams to respond to the priorities in UNDAF or country programme documents;**

(e) **Request organizations of the United Nations system to support efforts by the United Nations Development Group to strengthen the capability of the United Nations system to attract, develop and retain suitable candidates for the post of resident coordinator;**

(f) **Request organizations of the United Nations system to make greater use of the United Nations System Staff College to train their staff, notably members of United Nations country teams;**

(g) **Encourage efforts by organizations of the United Nations system through the United Nations Development Group to make use of each other training facilities so as to maximize opportunities and substantive coverage of training offered to United Nations system staff, notably at the country level;**

(h) **Encourage the United Nations system through CEB and ICSC to continue efforts through the CEB plan of action to make human resources procedures coherent across the United Nations system, as a way to support coherence in the work of United Nations country teams. In particular, encourage measures to harmonize the contractual arrangements employed by various organizations and the different promotion and recruitment criteria as well as measures to address other obstacles to inter-agency mobility, taking full note of organizations' specific policies arising from their different mandates, the governing bodies and the uneven distribution of resources;**

(i) **In this regard, encourage Member States to support financially the CEB plan for the harmonization of business practices;**

(j) **Encourage CEB, in collaboration with ICSC, to pursue their work on harmonizing the conditions of service for National Professional Officers;**

(k) **Welcome the development by CEB of a comprehensive plan of action to strengthen security systems and encourage organizations of the United Nations system, in implementing the plan, to further consider the best way of delivering their programme while ensuring the security of their personnel;**

(l) Note the upcoming demographic transition of the United Nations system staff and underscore the need for strategic workforce planning to proactively support human resources needs of organizations of the United Nations system and their ability to respond to the priorities of programme countries;

(m) Encourage the United Nations system to intensify its efforts to achieve gender balance in appointments at the global, regional and country levels for positions that affect operational activities for development, including high-level (D-1 and D-2) and resident coordinator posts;

(n) Encourage ICSC, CEB and the United Nations system to promote further research on key human resources management issues to inform policy decisions in this area as well as to develop indicators to monitor the effectiveness of human resources management in the United Nations common system.

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Operational activities of the United Nations for development cooperation

Functioning of the resident coordinator system, including costs and benefits**

Report of the Secretary-General

Summary

The present report has been prepared in response to General Assembly resolution 62/208 on the United Nations system triennial comprehensive policy review of operational activities for development, in paragraph 93, of which the Assembly requested the Secretary-General to report on an annual basis to the Economic and Social Council at its substantive session on the functioning of the resident coordinator system, including costs and benefits.

The present report assesses progress in the functioning of the resident coordinator system since the 2008 report (E/2008/60). As requested by the Economic and Social Council at its 2008 session, it reviews participation and support to the functioning of the resident coordinator system by the United Nations organizations. The report, moreover, places a special focus on coordination in countries in crisis and post-crisis situations, taking into account the multiple roles of the resident coordinator in those situations. It also provides an update on the funding of the resident coordinator system, and indicative benefits of coordination, including harmonization. It concludes with some recommendations for consideration by the Council.

* E/2009/100.

** The delay in the submission of the present report was due to extensive consultations with various organizations.

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Contents

		Page
I.	Introduction	3
II.	Enhanced management of the functioning of the resident coordinator system	3
	A. Management and accountability framework	3
	B. System-wide participation and support to the resident coordinator system	7
III.	United Nations system coordination in the context of humanitarian response, post-conflict/ post-disaster recovery and transition	8
	A. Coordination structures and mechanisms supporting the resident coordinators/United Nations country teams	10
	B. Frameworks and tools	12
	C. Funding mechanisms	12
IV.	Coherence and enhanced development effectiveness and efficiency	14
	A. Alignment and contribution of the United Nations system to national development priorities	14
	B. Increased efficiency in business processes	18
V.	Costs and funding of country-level coordination	19
	A. Funding from/through the United Nations Development Programme	19
	B. Funding from other United Nations organizations and other sources	22
VI.	Conclusions and recommendations	23

I. Introduction

1. The present report has been prepared in response to General Assembly resolution 62/208 on the triennial comprehensive policy review of United Nations system operational activities for development, in paragraph 93 of which the Assembly requested the Secretary-General to report on an annual basis to the Economic and Social Council at its substantive session on the functioning of the resident coordinator system, including costs and benefits. The present report builds on the first report in 2008 (E/2008/60) which provided an overview of the structure and functioning of the resident coordinator system, associated costs, funding and value added of system-wide coordination.

2. The resident coordinator system forms the backbone of efforts to coordinate the United Nations operational activities for development under national ownership and leadership. It has therefore been at the forefront of reforms to improve the functioning, coherence and impact of the United Nations operational work.

3. The present report assesses progress in the functioning of the resident coordinator system since the 2008 report. As requested by the Economic and Social Council at its 2008 session, it reviews participation and support to the functioning of the resident coordinator system by the organizations of the United Nations system. The report, moreover, places a special focus on coordination in countries in crisis and post-crisis situations, taking into account the multiple roles of the resident coordinator in those situations (see Council resolution 2008/2, para. 17, and General Assembly resolution 62/208, para. 76). It also provides an update on benefits brought about by coordination as well as on costs and funding of the resident coordinator system. It concludes with some recommendations for consideration by the Council.

4. The present report should be read in conjunction with the reports by the Secretary-General on: (a) results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system; (b) human resources challenges within the United Nations development system at the country level and recommendations for improvement; (c) simplification and harmonization of the United Nations system. The report on human resources challenges covers recruitment, selection and training of resident coordinators.

II. Enhanced management of the functioning of the resident coordinator system

A. Management and accountability framework

5. The General Assembly has repeatedly underscored that the resident coordinator system is owned by the United Nations system as a whole and that its functioning should be participatory, collegial and accountable.

6. In paragraph 58 of its resolution 59/250 on the 2004 triennial comprehensive policy review, the General Assembly accordingly requested the Secretary-General, in consultation with the United Nations Development Group and the United Nations

System Chief Executives Board for Coordination to develop a comprehensive accountability framework for resident coordinators to exercise oversight of the design and implementation of the United Nations Development Assistance Framework, in a fully participatory manner. The 2005 World Summit also highlighted a strengthened role for the resident coordinator, including through appropriate authority, resources and accountability. The General Assembly, in paragraph 90 of its resolution 62/208 reiterated this guidance.

7. Major milestones were reached in the last two years in strengthening the building blocks of the accountability within the resident coordinator system through: (a) a reformed United Nations Development Group governance structure; (b) agreement on the resident coordinator's functions and working relations with the United Nations country team; and (c) an improved performance appraisal system for the resident coordinator/Humanitarian Coordinator/Designated Official for Security and the United Nations country team.

1. The United Nations Development Group governance structure

8. In October 2007, the United Nations Development Group became the third pillar of the United Nations Chief Executives Board for Coordination. The division of labour between the Development Group, the High-level Committee on Programmes and the High-level Committee on Management has been clarified, with the Development Group focusing on coordinating the approach to operational activities at the country level.

9. As part of the new United Nations Development Group governance structure, an Advisory Group was established in April 2008. Its 13 members provide guidance to the Development Group Chair on coherence of country-level development operations and management of the Resident Coordinator system and to support the United Nations country teams experiencing particular problems or challenges. The Advisory Group is currently composed of 10 agencies with most significant country engagement and regional presences, and 3 agencies with more normative focus, including non-resident agencies. The functioning of the Advisory Group is to be assessed a year from its establishment. The United Nations Development Group working groups were also streamlined in order to better focus on priorities.

10. The revised United Nations Development Group governance framework is reflected in the management and accountability system of the United Nations development and resident coordinator system, including the "functional firewall" for the resident coordinator system (the management and accountability system) adopted by the United Nations Development Group in August 2008 and endorsed by the Chief Executives Board for Coordination in October 2008. The framework covers the functioning of the resident coordinator system at all levels. These agreements represent a shared vision that while the resident coordinator system is managed by UNDP on behalf of all the members of the United Nations system, it is owned by the United Nations system as a whole and that its functioning should be participatory, collegial and accountable. The framework further delineates the programmatic and operational development role of UNDP and its functions performed on behalf of, and in support of, the United Nations system. The United Nations Development Group approved an implementation plan for the management and accountability system in January 2009.

11. The regional directors teams have become a key component of the United Nations Development Group governance and accountability with four critical functions: (a) technical support to resident coordinators and United Nations country teams; (b) quality support assurance of UNDAF and One Programmes; (c) performance management of resident coordinators and United Nations country teams; and (d) helping United Nations country teams with troubleshooting. The capacities of the regional directors teams are being assessed with the aim of strengthening them.

2. Updated resident coordinator functions and United Nations country team working relations

12. The UNDG has agreed on updated functions for the resident coordinator, as well as guidelines on United Nations country team working relations and a dispute resolution mechanism in January 2009. The guidelines define how the resident coordinator leads and how United Nations country team members work as a team, as well as their mutual accountability. The updated resident coordinator functions reflect a fuller set of responsibilities based on the 2004 and 2007 triennial comprehensive policy reviews; recent intergovernmental normative mandates and the multiple functions which may be assigned to the resident coordinator in certain country situations as the Humanitarian Coordinator, Deputy Special Representative of the Secretary-General and Designated Official for Security.

13. In accordance with the management and accountability system and its implementation plan, the agreed long-term vision is that the resident coordinator will have an equal relationship with, and responsibility to, all United Nations country team member agencies and will be empowered by clear recognition by each organization of his/her role in strategically positioning the United Nations in the country. S/he will be supported, as required, through access to agencies' technical resources as agreed with the agencies' representatives, balancing available resources with tasks to be performed. The resident coordinator is expected to be an excellent team leader who can represent the whole United Nations system effectively.

14. In paragraph 92 of its resolution 62/208, the General Assembly urged the United Nations system to provide further financial support for the resident coordinator system and to ensure that resident coordinators have the necessary resources to fulfil their role effectively. Despite the considerable expansion in the resident coordinator's responsibilities and the complexity of the tasks assigned to the post, there is as yet no formal framework addressing the resources needed to support the functioning of the resident coordinator system especially at the country level, and the resident coordinator, in particular, in carrying out his/her multiple functions.

3. Improved resident coordinator/humanitarian coordinator/designated official and United Nations country team performance appraisal system and reporting

15. The appraisal process of the resident coordinator is aligned with the management and accountability system. A full cycle has been established that links planning, appraisal, resident coordinator/humanitarian coordinator/designated official and United Nations country team reporting, and competency development.

16. The system comprises three components: (a) self-assessment by the resident coordinator/humanitarian coordinator/designated official, and self-assessment by the

United Nations country team as a collective team; (b) the 180-degree competency development tool (which measures and seeks to develop team behaviours and competencies); (c) the United Nations system feedback on the performance of the resident coordinator/humanitarian coordinator/designated official.

17. Drawing lessons from earlier iterations and responding to more recent developments, improvements in the performance appraisal system have aimed at:

(a) A deepening of the principle of mutual accountability capturing both the resident coordinator/humanitarian coordinator/designated official and United Nations country team performance results;

(b) A strengthened integration of the resident coordinator, humanitarian coordinator and designated official functions and performance reporting thereon. The Office for the Coordination of Humanitarian Affairs, the Department of Safety and Security, the Department of Peacekeeping Operations, and the Department of Political Affairs are involved in the appraisal system, where relevant, concerning the function of the humanitarian coordinator, designated official and Deputy Special Representative of the Secretary-General or Deputy Special Coordinator or Executive Representative of the Secretary-General, as the case may be those of the resident coordinator;

(c) A streamlined process with clear responsibilities and time frames at every stage.

18. There is a need to support resident coordinator/humanitarian coordinator/designated officials and United Nations country teams in improving the formulation of the key planned results that will form the basis of the assessments, and also in the quality of their self-assessments. Not all provide strategic perspectives and combine a qualitative with quantitative basis of performance. There is also a need to continue to improve the appraisal tool to ensure that it is objective, transparent and fair; remains manageable and enables a reciprocal appraisal between the resident coordinator and United Nations country team members.

19. System-wide engagement in the appraisal process through the United Nations System Chief Executives Board for Coordination has remained minimal. As this expansion of the appraisal process to the United Nations system continues to be strengthened, it is expected that more substantive inputs will be received from United Nations System Chief Executives Board for Coordination agencies in the future through an enhanced feedback system.

20. In 2009 the UNDG is globally implementing an improved 180-degree resident coordinator and United Nations country team competency development tool to serve as a basis for appraisal and targeted enhancement in individual and team competencies. The tool is also being improved to enhance its developmental component and its ability to distinguish individual versus team performance. Efforts are being made to align these tools with agency-specific tools.

21. Through the management and accountability system implementation plan, further efforts will address support by agencies in ensuring participation in the 180-competency assessment mandatory for their United Nations country team members. There is need for recognition at the highest level by agencies through the United Nations System Chief Executives Board for Coordination, of the importance

of the resident coordinator/humanitarian coordinator/designated official and United Nations country team appraisal system as an accountability tool for United Nations system results at the country level.

22. Regarding accountability to the government, it may be recalled that the resident coordinator, with the support of the United Nations country team, reports to the government on progress achieved against the outcomes of the United Nations Development Assistance Framework.

23. The above changes are strengthening the management and accountability of the resident coordinator system, and respond to a number of issues raised at the country level by resident coordinators, United Nations country teams and by the United Nations system as a whole regarding the leadership by the resident coordinator and his/her accountability.

B. System-wide participation and support to the resident coordinator system

24. The General Assembly, in paragraph 92 of its resolution 62/208, urged the United Nations system to provide further financial, technical and organizational support for the resident coordinator system.

25. Overall, there has been a marked increase in system-wide participation in the resident coordinator system. Participatory decision-making and coordination now characterize the conduct of business at all levels in the United Nations system. The extent and degree of participation by United Nations organizations remains uneven, particularly at the regional and country levels.

26. Some organizations (e.g., UNICEF, UNFPA, WFP, WHO, FAO, ILO, UNEP, IFAD, UNAIDS, UNCHR) have articulated support to the resident coordinator system as part of their medium-term strategy, programme of work or specific action plans on the triennial comprehensive policy review, and/or inter-organizational cooperation policies. Among specialized agencies, the FAO and WHO governing bodies have given specific directives to the executive heads for the implementation of the triennial comprehensive policy review resolutions. While agencies may cite their support to and participation in the resident coordinator system in reporting to their governing bodies, this tends to be in broad terms. Some, e.g., FAO, WHO and UNICEF, have provided information on precise quantifiable contributions. With the exception of UNDP, which is the manager of the resident coordinator system, provisions for support to the resident coordinator/United Nations country team are rarely reflected in the plans of agencies or biennial support budgets, although agencies support resident coordinator/United Nations country team workplans.

27. Contributions by United Nations organizations to the resident coordinator system take many forms. While many of the agencies/entities have assigned focal points for engaging in the functioning of the resident coordinator system at the headquarters level, fewer agencies are engaged across the board at the field level owing to non-representation, although this is changing. Aside from UNDP, UNFPA, UNICEF and WFP, WHO, FAO, ILO and UNAIDS, and increasingly UNEP, UNIDO and UN-Habitat, among others, engage extensively at the regional and country levels. ILO and UNESCO are strengthening their capacities in this regard. Country-level support is by nature uneven, due, in part, to the country context.

Furthermore, there are varying types of support to the resident coordinator system, such as cost-shared staffing arrangements to the resident coordinator office (although the bulk of support comes from UNDP as manager of the resident coordinator system), and in kind and financial contributions to joint activities.

28. At the regional level, some regional directors teams have significantly expanded in addition to UNDP, UNICEF, UNFPA and WFP, to have as many as 15 United Nations organizations. Inclusive participation in substantive oversight in and support to country-level programming is progressively increasing.

29. With regard to country-level participation of non-resident agencies, an assessment of the pilot implementation of the 2006 United Nations Development Group action plan on non-resident agencies indicates that achievements by resident coordinator offices and non-resident agencies participating in the pilot plan implementation have so far been mixed. UNDP has, over the last two years, funded the creation of 14 country-based national officer posts to support non-resident agencies, a number of which were in pilot "Delivering as One" offices and those beginning to develop a new UNDAF. The Millennium Development Goal Achievement Fund of Spain and the extra support given to the Delivering as One pilots have helped to increase non-resident agency participation in UNDAF processes and joint programmes. In some countries (e.g., Mauritius, Panama), the United Nations country team and non-resident agencies have assigned or created dedicated focal points for clusters of agencies. UNDG seeks to institutionalize wider engagement of non-resident agencies through strengthened accountability of the resident coordinator's in this regard. However, accountability measures should also be put in place to track commitments by non-resident agencies to work with the resident coordinator system, including through the provision of resources and internal incentives.

30. A greater number of United Nations organizations are collaborating and providing support to the resident coordinator induction and training. A total of 28 United Nations agencies, funds, programmes and secretariat bodies (and the International Organization for Migration) participated in resident coordinator induction briefings and contributed to funding resident coordinators' travel to Rome and Geneva headquarters. Further, an orientation package for new resident coordinators is being developed through an inter-agency task team. The new inter-agency cluster on trade and productive capacity under the United Nations System Chief Executives Board for Coordination is developing joint training for resident coordinators and United Nations country teams.

III. United Nations system coordination in the context of humanitarian response, post-conflict/post-disaster recovery and transition

31. In paragraph 71 of its resolution 62/208, the General Assembly requested the organizations of the United Nations system to strengthen interdepartmental and inter-agency coordination in order to ensure an integrated, coherent and coordinated approach to assistance at the country level, which takes account of the complexity of challenges faced by countries in transition from relief to development. In paragraph 76, the Assembly recognized the important role that the effective and responsive resident coordinator/humanitarian coordinator systems can play in

situations of transition from relief to development. In paragraph 5 of resolution 63/139 the General Assembly also requested the Secretary-General to strengthen the support provided to United Nations resident/humanitarian coordinators and to United Nations country teams.

32. The present section examines the support provided to the resident coordinator/humanitarian coordinator system in situations of early recovery and transition from relief to development. In such environments, complex challenges arise from dealing with: threats of conflict; coordination of a wide array of United Nations players as well as other partners providing external assistance; and mobilization of adequate, appropriately skilled, and timely capacities within the United Nations system, including funding. One of the main challenges in early recovery and transition is how to effectively address the need for quick response/visible results, while promoting national ownership of the processes and building national capacities of frayed national institutions within a longer time frame. A report of the Secretary-General to the Security Council in July 2009 will address gaps in early action for recovery in the immediate aftermath of conflict.[1]

33. A growing number of resident coordinators are called upon to perform humanitarian coordination functions. This includes not only those who are designated as humanitarian coordinators, but also those who are faced with small and medium-sized disasters that do not trigger the humanitarian coordinator designation. In transition, resident coordinators may retain the humanitarian coordinator designation and/or (where a peacekeeping or political mission is present) be designated as Deputy or Executive Representative of the Secretary-General or Deputy Special Coordinator, in addition to being Designated Official for United Nations Security.[2] As of March 2009, 27 resident coordinators are concurrently designated as humanitarian coordinators;[3] of these, 10 resident coordinators/humanitarian coordinators are at the same time Deputy Special Representative of the Secretary-General, Executive Representative of the Secretary-General, or Deputy Special Coordinator.[4] When such a peacekeeping or political mission is winding down, the resident coordinator may be assigned to take leadership of the United Nations integrated mission and serve concurrently as Executive Representative of the Secretary-General, managing staff and resources covered under Security Council mandate. Both the Special Representative of the Secretary-General and Deputy Special Representative of the Secretary-General/Resident Coordinator (or Executive Representative of the Secretary-General/Resident Coordinator or Deputy Special Coordinator/Resident Coordinator) ensure

[1] The report of the Secretary-General on peacebuilding in the immediate aftermath of conflict was prepared pursuant to the invitation of the Security Council in a presidential statement of 20 May 2008 [S/PRST/2008/16], to provide advice within 12 months on how the United Nations system might support national efforts in post-conflict countries to recover from conflict and establish the foundations for sustainable peace more rapidly and effectively.

[2] The resident coordinator is normally appointed as Designated Official for United Nations Security unless there is a more senior United Nations official resident in the country. See Accountability Framework for United Nations Security Management system (General Assembly resolution 61/263).

[3] All resident coordinators are accountable to the Emergency Relief Coordinator for the performance of humanitarian coordination functions in both the response and preparedness phases.

[4] In the Sudan, Liberia, the Democratic Republic of the Congo, Côte d'Ivoire, Timor-Leste, Haiti, Iraq, Burundi, occupied Palestinian territories, Afghanistan.

coherence between the work of the integrated mission and of the United Nations country team.

34. In those situations, the resident coordinator manages multiple management and reporting lines, which adds to the complexity of his/her tasks. As Executive Representative of the Secretary-General, s/he reports to the Secretary-General through the Under-Secretary-General for Peacekeeping/Political Affairs;[5] as Deputy Special Representative of the Secretary-General, to the Special Representative of the Secretary-General as the Senior United Nations representative in the country; to the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs for the humanitarian coordinator functions (if also designated as Humanitarian Coordinator); and to the Under-Secretary-General for Safety and Security (if assigned as Designated Official).

35. There are numerous and partly overlapping mechanisms and tools to support United Nations country teams across the areas of disaster risk reduction, emergency preparedness, response, as well as early recovery and transition from relief to development.

A. Coordination structures and mechanisms supporting resident coordinators/United Nations country teams

36. A range of agencies and inter-agency mechanisms at Headquarters support the United Nations country presence. They (a) develop guidance on approaches and tools for resident coordinators/United Nations country teams to work with in post-conflict and post-disaster recovery and transition; (b) provide technical assistance and advisory support to the resident coordinators; and (c) create mechanisms to quickly deliver funding support. The latest among the United Nations bodies supporting transition is the Peacebuilding Commission, established in 2005 to promote a coordinated and sustained level of support to countries emerging from conflict.

37. **Assistance to countries in preventing conflict.** Resident coordinators increasingly find themselves in politically sensitive situations (pre-crisis and post-crisis), particularly when they are responsible for ensuring the liaison with the work of United Nations Special Envoys or non-resident Special Representatives of the Secretary-General.

38. There is recognition of the special needs for support in such situations, and the United Nations Inter-agency Framework for Coordination on Preventive Action (the Framework Team) provides coordinated inter-agency support to resident coordinators/United Nations country teams in helping to take early action for conflict prevention in pre-conflict and post-conflict countries.

39. Within the framework of the Joint Department of Political Affairs-UNDP programme on building national capacities for conflict prevention launched in 2004, Peace and Development Advisers are deployed in select resident coordinator offices to guide United Nations country-level initiatives supporting national conflict-prevention efforts, including strengthening of national institutions and processes and the mainstreaming of conflict prevention into United Nations and national

[5] Dependent on the mission's lead department.

development plans and programmes. Over the past four years, resident coordinators in 16 countries have been assisted.[6] The Department of Political Affairs may provide support, when appropriate and as requested by the resident coordinator, such as in mediation.

40. **Assistance in preparing for and responding to emergencies.** The Office for the Coordination of Humanitarian Affairs supports resident coordinators and resident coordinators/humanitarian coordinators in leading and coordinating the preparedness and response efforts of United Nations and non-United Nations partners. To manage disaster response, support is provided to resident coordinator/humanitarian coordinators through the Office for the Coordination of Humanitarian Affairs field offices; in the case of resident coordinators, it is provided through the Office for the Coordination of Humanitarian Affairs Regional Office or through surge capacity from standby teams of disaster management professionals. In some cases, the Office for the Coordination of Humanitarian Affairs may also assign a Coordination Officer to the resident coordinator office.

41. **Integrated mission coordination.** To maximize the impact of the system's response, the Secretary-General has established integration as the guiding principle for all conflict and post-conflict situations where the United Nations has a country team and multidimensional peacekeeping operation or political mission/office, whether or not those presences are structurally integrated. All integrated United Nations presences (in 19 countries), should have a shared analytical and planning capacity, as well as an integrated strategic framework that should be reflected in and draw on all other United Nations planning, programming and budget instruments. Lead departments will ensure coordinated, coherent and consistent support and policy guidance. This approach will reinforce the United Nations integrated mission planning process, launched in 2006-2007. The system is under continuous review.

42. **Early recovery/transition coordination.** The joint Working Group on Transition of the United Nations Development Group and the Executive Committee on Humanitarian Affairs, develops policy, guidelines and tools in support of countries in post-crisis transition settings. The United Nations Development Operations Coordination Office, on behalf of United Nations Development Group members, provides resident coordinator offices/United Nations country teams with strategic planners, short- and medium-term technical support, training in strategic planning and coordination, and liaison at headquarters to ensure interdepartmental and inter-agency coordination. It is working with the United Nations Development Group/Executive Committee on Humanitarian Affairs Working Group on Transition to ensure that support to resident coordinator offices is more predictable, timely and comprehensive.

43. The Inter-Agency Standing Committee[7] Cluster Working Group on Early Recovery helps resident coordinators/humanitarian coordinators and United Nations country teams to develop recovery strategies at the earliest stages of crisis. With support from UNDP as lead agency, an early recovery adviser and early recovery cluster coordinator can be deployed at the country level. Efforts are ongoing to

[6] Guyana, Ecuador, Mauritania, Maldives, the Gambia, Ghana, Nigeria, Guinea-Bissau, Sierra Leone, the Sudan, Lesotho, Kenya, Zimbabwe, Yemen, Sri Lanka, and Fiji.

[7] The Inter-Agency Standing Committee brings together 17 humanitarian agencies including United Nations and non-United Nations organizations.

foster coherence and complementarities of the terms of reference of the strategic planners and early recovery advisers.

B. Frameworks and tools

44. Frameworks, guidance and tools are currently available to equip the resident coordinators and United Nations country teams in working with partners within and outside the United Nations system in responding to country needs in different situations from emergency to recovery and transition. For example, the post-conflict needs assessment and transitional results framework maps the needs in a country emerging from crisis and defines priorities and their financial implications. It provides a common analytical platform for coherence of the activities of different actors and stakeholders, in support to a country in transition, under the leadership of the national authorities.

45. Other specific sectoral guidance and tools are available or being developed under the leadership of some agencies. Resident coordinators have requested that those tools be simplified and consolidated.

46. The United Nations Development Operations Coordination Office, in collaboration with Inter-Agency Standing Committee/Cluster Working Group on Early Recovery and Secretariat departments, will issue by the second quarter of 2009, consolidated guidance for United Nations country teams bringing together information on all available guidance, tools and support facilities to facilitate the work of resident coordinators/United Nations country teams and other parts of the United Nations system with regard to early recovery and transition.

C. Funding mechanisms

47. Various funding mechanisms may be used in emergencies or transition from relief to development, depending on the country situation, the nature and purpose of funded activities, and the institutional actors involved. The variety of funding mechanisms brings much complexity to the management of coordination. A key challenge continues to be bridging the funding gap between the relief phase and the early recovery/recovery and development phase.

48. **Central Emergency Response Fund and country-based humanitarian pooled funding.** The Central Emergency Response Fund, created in 2005, is a main source of immediate funding for the United Nations system for humanitarian emergencies. It consists of both loan and grant elements. The loan covers immediate expenditures by United Nations agencies in the aftermath of a humanitarian crisis while waiting for donor pledges to be transferred. The two grant windows of the Central Emergency Response Fund provide the resident coordinator/humanitarian coordinator with the ability to request funding for life-saving assistance.

49. Complementary to the Central Emergency Response Fund, various country-based humanitarian pooled funds/multi-donor trust funds have been established over recent years. Pooled funds strengthen the resident coordinator/humanitarian coordinator leadership and coordination in the country in line with reforms aimed at better coordination, lower transactions costs, needs-responsiveness building on the principles of good humanitarian donorship.

50. **Funding for recovery and transition.** Multi-donor trust funds are increasingly the modality for pooling and managing donor contributions in post-disaster and post-conflict transition. They allow more harmonized management of multidimensional efforts involving other parts of the United Nations system. Multi-donor trust funds have been instrumental in strengthening the resident coordinator leadership role in recovery/stabilization efforts in Iraq, Lebanon, Nepal and the Sudan, including for South Sudan. Those funding mechanisms have been vital in supporting critical interventions that provide immediate and visible peace dividends in the aftermath of conflict, such as restoration of basic services, and return and resettlement of displaced populations.

51. In the absence of an agreed funding framework for recovery, some country teams have used the consolidated appeals process mechanism by expanding its scope to include early recovery activities. Transitional appeals have been launched with varying success, depending on the extent to which the appeal is based on a solid strategic approach (as reflected in a transitional plan/strategy or United Nations Development Assistance Framework), and the level of engagement with government and donors from the outset. Building on lessons learned, the United Nations Development Group has developed a guidance note on funding for transition.

52. **Peacebuilding Fund.** For countries emerging from conflict, the Peacebuilding Fund, established in 2006, provides catalytic support, in particular in areas where no other funding is available. It targets peacebuilding activities which directly contribute to post-conflict stabilization and strengthen the capacity of relevant national authorities.

53. **Others.** Aside from global or country-based pooled funds, there are also agency-specific funds for humanitarian response and early recovery activities.

54. While technical and funding support facilities have increased and are continuously being developed to better respond to the needs of the United Nations country presence in complex humanitarian and transition situations, there are still numerous challenges for the United Nations system as a whole and the resident coordinator system in particular. Further streamlining headquarters structures and modalities of support to the United Nations country presence will greatly help efficiency and effectiveness at the country level.

55. For resident coordinators,[8] main areas of concern are:

(a) There has been a significant increase in expectations placed on the resident coordinator functions, most especially in complex situations. Support to the resident coordinators at the field level has been in the form of a variety of short-term surge capacities within a 12- to 18-month period. However, resident coordinators' support over the medium- to long-term transition has been kept at a minimal level although demand for recovery remains complex. There is a need to ensure that staff and operational support to resident coordinator offices match the complexity and magnitude of operations, and that such support remains predictable and covers a more realistic recovery period.

[8] Reference to resident coordinators considers the other functions, such as humanitarian coordinator, Deputy Special Representative of the Secretary-General, Executive Representative of the Secretary-General, and/or Deputy Special Coordinator and Designated Official.

(b) Under current arrangements, resident coordinators have to manage multiple priorities coming from different mandates, as well as reconcile different approaches. The relevant Headquarters units/mechanisms need to coordinate effectively in order to provide timely, consistent and coherent support and guidance to the resident coordinators in their numerous capacities in supporting the United Nations country strategy in response to national priorities.

(c) Resident coordinators and United Nations country teams, as well as national Governments concerned, need to be appropriately consulted and brought into headquarters pre-mission planning processes at the earliest possible stages.

(d) In order to ensure that there is no capacity gap, resident coordinators need clearer guidance about when the humanitarian coordinator designation ends as well as stronger and more predictable support when the Office for the Coordination of Humanitarian Affairs presence phases-out.

56. To further improve the system, there is also a need to consider the importance of strengthening the United Nations partnership with non-United Nations players, including donors, humanitarian organizations and local players at the country level, ensuring transparency and cost-effectiveness of United Nations business practices and funding management arrangements through better information and communication.

IV. Coherence and enhanced development effectiveness and efficiency

57. General Assembly resolution 62/208 reaffirms that the resident coordinator system is a key instrument for the effective and efficient coordination of operational activities for development of the United Nations system at the country level, including through the formulation of the common country assessment and the United Nations Development Assistance Framework. It urges the United Nations system to use opportunities within the United Nations Development Assistance Framework for joint initiatives, including joint programmes to enhance effectiveness and efficiency. The section outlines the work of the resident coordinator system in contributing to national development priorities and increased efficiency in business processes. It illustrates to some extent benefits of coordination.

A. Alignment and contribution of the United Nations system to national development priorities

58. Continuous improvements have been introduced by the United Nations Development Group to strengthen coherence and efficiency through the common country assessment-United Nations Development Assistance Framework process. Those improvements relate to alignment with national priorities, results and systems; use of common approaches to capacity development; focus and collaboration around national priorities through joint programmes; and harmonization as well as simplification of programming processes.

1. Alignment with national planning and programming processes and priorities

59. A key to achieving greater coherence and integrated programming through the common country assessments and the United Nations Development Assistance Framework is the capacity of national authorities to lead the processes, including their capacities to undertake analysis and to agree on priorities for United Nations cooperation. Alignment and appropriate dovetailing of the United Nations country programming processes with national planning and programming processes is essential in this regard. Experiences in the Delivering as One pilot countries show that flexibility in adjusting country programming to national processes and involving the national authorities from the very beginning made for stronger national participation and Governments taking oversight roles.

60. Involvement of national authorities in common country assessments-United Nations Development Assistance Framework processes still varies widely across country contexts, depending on the profile and quality of engagement of the United Nations system in a country, as well as national capacities to engage and lead the process. The number of UNDAFs aligned with national planning cycles or processes has increased from 56 at the end of 2007 to 101 (out of 104 UNDAFs) at the end of 2008.[9]

61. In countries where existing analytical work is adequate, more United Nations country teams are choosing to build on those analyses or support only supplemental analyses. In 2007, only about half of the countries developing a new UNDAF chose to prepare a full common country assessment.

62. While a full common country assessment is now optional depending on the quality and availability of existing country analytical work, there is, however, some discussion within the United Nations system about whether United Nations country teams should always produce, at the minimum, a synthetic analysis. Such analysis should represent the United Nations collective view of the country situation, and could thus serve as its platform for multi-stakeholder dialogues in the context of the United Nations Development Assistance Framework and national planning processes, including the poverty reduction strategy paper.

63. Alignment with national priorities is improving as indicated in the 2008 survey of the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) and an inter-agency assessment on the implementation of the Paris Declaration. Coordination within United Nations country team thematic groups and more effective interface with partners' sector groups (for developing poverty reduction strategy paper development or sector programme approaches) are helping to align the United Nations Development Assistance Framework with national priorities.

2. Coherence in supporting national development priorities and capacity development for achieving Millennium Development Goals

64. In triennial comprehensive policy review resolutions, the General Assembly has consistently recognized that capacity development is essential for the achievement of internationally agreed development goals, including the Millennium

[9] In 2008, 38 United Nations country teams reported that they did not use the United Nations Development Assistance Framework as a common planning instrument, but used other forms agreed with the Government.

Development Goals. The Millennium Development Goals are the overarching framework for the United Nations Development Assistance Frameworks and capacity development activities of the United Nations system. Development of national analytical and policy development capacities have been widely supported by United Nations country teams, notably through strengthening of national statistical systems to measure and assess progress in poverty reduction and achievement of the Millennium Development Goals. Some 141 countries have produced Millennium Development Goal reports. Other support includes costing of Millennium Development Goals; integration of those Goals into national development plans and poverty reduction strategies, where they exist, linking them with national budgets and expenditure reviews; and development of legislative frameworks and policies supporting the Millennium Development Goals, such as those undertaken in Bhutan, Cambodia, Kenya, Kyrgyzstan, Sierra Leone, Lesotho and others. From United Nations system experiences in sub-Saharan Africa, the United Nations Development Group has identified good practices for scaling-up Millennium Development Goal achievement, demonstrating progress and results in capacity development efforts in specific Millennium Development Goals.

65. The United Nations system recognizes the importance of engaging in poverty reduction strategy papers, which are considered a primary vehicle to reach the Millennium Development Goals (where there is no dedicated national strategy to achieve those Goals) and the main vehicle for international partnership with Governments in International Development Association-eligible countries. Poverty reduction strategy papers have also become more central, as most DAC members coordinate their support around poverty reduction strategy papers in the aid effectiveness reform agenda. Thus, United Nations country teams in more than 65 countries (2007) have actively engaged in poverty reduction strategy papers; supported high-level policy and multisectoral dialogues; and provided advice to government partners, among others.

66. United Nations country teams' engagement in poverty reduction strategy papers may help to address perceived weaknesses of poverty reduction strategy papers. This includes strengthening the focus on poverty and Millennium Development Goals, supporting local solutions to poverty reduction, strengthening sectoral strategies where poverty reduction strategy papers are found to be weak, and strengthening linkages with the normative work of the United Nations system, thus providing a balance to the focus on growth which characterizes most poverty reduction strategy papers.

3. Achieving coherence through focus and synergies in the United Nations Development Assistance Framework and joint programming

67. The common country assessment/United Nations Development Assistance Framework guidelines recommend that the United Nations Development Assistance Frameworks focus on three to five priority areas in the national development framework. A review of a sample of recent United Nations Development Assistance Frameworks indicate that more United Nations country teams are limiting priority result areas to within five, and correspondingly fewer United Nations Development Assistance Framework outcomes. Some United Nations country teams have also made efforts to focus on fewer country programme outcomes. Newer Development Assistance Frameworks are showing greater coherence and contributions by agencies are increasingly identified at the level of outputs and activities. The

Rwanda United Nations country team, one of the eight Delivering as One pilot countries, has evolved a common operational document which delineates the division of labour among agencies at the level of activities. This common operational document transforms the results matrix into a common integrated action plan, including agency activities, indicative financial resources framework, and institutional as well as management arrangements among United Nations country team members and between the United Nations country team and national partners. This operational document is more instrumental in managing accountability for results. Such an approach, to be further elaborated, will be under review by the United Nations Development Group for possible application in countries which will develop new United Nations Development Assistance Frameworks.

68. United Nations country teams are appreciating the value added of joint programming, i.e., stronger teamwork, better positioning in policy dialogue, improved division of labour and synergy, increased accountability and mobilization of additional resources. Governments of programme countries also see its impact in reducing transaction costs. The Delivering as One pilot experience also indicates that the mechanisms for joint programming are bringing United Nations organizations together and ensuring effective use of the differentiated expertise of the United Nations, including the specialized and non-resident agencies.

69. Joint programmes, as a tool to promote coherence in specific sectors or cross-cutting issues, are used increasingly, with some 610 joint programmes in the United Nations Development Group database (up from 440 in 2008), in 110 countries. In general, United Nations country teams have between three and five joint programmes, many in HIV/AIDS and conflict/disaster response. The Spain-supported Millennium Development Goal Achievement Fund generated some 230 joint programme proposals.

70. The quality and value added of joint United Nations Development Assistance Framework reviews and final evaluations as instruments of coherence have yet to be fully assessed. The United Nations Development Assistance Framework final evaluation was made mandatory only in 2008. The United Nations Development Assistance Framework annual reviews increased from 4 in 2005 to 49 in 2008, some of them aligned with the national review process. The number of United Nations Development Assistance Framework evaluations has also increased to nine in 2008. The increasing numbers indicate a better appreciation of the value of these instruments for results accountability. These reviews and evaluations will be made available to the United Nations system as a basis for assessment of system-wide coherence and effectiveness.

71. Coherence in country programming still faces important challenges. The formulation of United Nations Development Assistance Frameworks still tends to be all-encompassing and primarily driven by mandates given to individual agencies. Cohesion tends to be stronger where there is shared understanding for a unified United Nations country team response to compelling national issues. Joint programmes pose numerous challenges including those arising from variations in business practices. As participation from non-resident and specialized agencies in country programming increases, United Nations country teams grapple even more with the challenge of achieving coherence and strategic focus in United Nations Development Assistance Framework priorities, while ensuring inclusiveness and promoting the unique mandates and expertise available in the United Nations

system. Priority-setting has to be decided within the United Nations Development Assistance Framework mechanisms, with strong participation of national authorities and consultation with national partners. A strategic priority-setting approach for United Nations country teams has been developed for use in the United Nations Development Assistance Framework roll-out countries and used in Rwanda. Contributions by United Nations country team members and staff to joint results and teamwork should find reflection in their organizations' performance appraisal system.

72. As efforts in harmonization scale up, there is also a need to remain focused on ensuring higher quality United Nations Development Assistance Frameworks, including further improving their analytical foundation. There is also the challenge of taking into account normative dimensions and additional mandates (e.g., disaster risk reduction, conflict prevention). While the normative role of the United Nations is increasingly finding reflection in the United Nations Development Assistance Frameworks, the variety of analytic and operational tools need to be kept manageable, coherent and practicable. Inadequacies in results orientation of many Development Assistance Frameworks and their results matrices also need to be addressed. As the number of Development Assistance Framework annual reviews increases along with stronger emphasis on accountability for results at the country level, there is a need to adjust to the operational constraints of the United Nations system and those of national partners on the ground. In response to these challenges, the United Nations Development Group is mounting a major initiative to strengthen capacities of and enhance support to United Nations country teams developing new United Nations Development Assistance Frameworks in 2009-2011.

B. Increased efficiency in business processes

73. There has been progress towards greater harmonization in programming processes as well as in several areas of country business operations, resulting in efficiency gains. Progress has been particularly noteworthy in the Delivering as One pilot countries where participating agencies have been willing, where appropriate, to accommodate adjustments and introduce flexibility on a pilot basis. Delivering as One pilot United Nations country teams are each taking a lead in particular areas of business practices and finance to explore solutions towards greater simplification and harmonization and which the United Nations Development Group may consider for upscaling. Issues that need more system-wide agreement are referred to the High-level Committee on Management for possible follow-up.

1. Reduced programme documentation

74. Programming innovations at the country level are producing ways to enhance coherence and reduce documentation for national partners. These include the adoption of joint implementation plans or United Nations Development Assistance Framework action plans and a more advanced common operational document modelled in Rwanda. These instruments, adopted in nine countries, including Delivering as One programme pilot countries and some countries voluntarily pursuing similar approaches, are designed to replace and reduce the number of agency-specific documents by bringing together in an integrated way the operational elements to implement the United Nations Development Assistance Framework. Experience shows that such instruments, as well as joint programmes, may lead to

efficiency gains or reduce transactions cost, e.g., reduction in separate agency workplans and planning meetings.

75. Harmonization measures, such as adoption of a common United Nations Development Assistance Framework operational document/action plan or common United Nations country team Development Assistance Framework results achievement report, may involve heavy initial investment in change processes. If common operational documents do not meet the requirements of decision-making processes of the governing bodies of agencies, this may result in additional documentation.

2. Savings in operational and transactions costs

76. United Nations country teams, especially Delivering as One pilot countries, have reported some efficiency gains, particularly by adopting common premises and services. Many United Nations country teams are adopting long-term agreements with suppliers to reduce the cost of tendering and to get more favourable terms.

77. In the area of human resources, the United Nations country team in Albania is starting to share programme/project staff under joint programmes.

78. The Uruguay Office has assisted the UNDP/Multi-Donor Trust Fund Office in facilitating the development of a web-based reporting system consolidating narrative progress and financial reports from participating organizations to UNDP, in its capacity as the Administrative Agent of various multi-donor trust funds, for subsequent reporting to donors and national Governments.

79. Efficiency gains are also reported in the use of the harmonized approach to cash transfers, indicating its potential to reduce transaction costs if more widely implemented among agencies.

80. Some organizations have indicated that increased decentralization, with increased delegation of administrative responsibilities to the country level (including financial authority, procurement and recruitment, among others) has allowed improvement in their services at the country level with some cost savings.

V. Costs and funding of country-level coordination

A. Funding from/through the United Nations Development Programme

81. As manager of the resident coordinator system, UNDP has a dedicated budget from its regular/core resources, which is the main source of funding for the resident coordinator system. Table 1 reflects resident coordinator system funding from UNDP regular/core and non-core resources from 2004 to 2008. UNDP resources come from its biennial support budget (A.1) and its programming arrangements (A.2). UNDP and the United Nations Development Operations Coordination Office also mobilize (non-core) donor support under United Nations Country Coordination Funds.

Table 1

Funding of the resident coordinator system by and through UNDP and the United Nations Development Operations Coordination Office, 2004-2008

(Thousands of United States dollars)

Funding source	*2004*	*2005*	*2006*	*2007*	*2008*
A. UNDP (regular funds					
1. UNDP operational support to the resident coordinator system					
(a) Core cost of resident coordinator/resident representative function and resident coordinator office	50 528	52 132	53 579	61 431	66 766
(b) Support to non-resident agencies[a]	—	—	—	—	556
(c) Support to regional director teams[a]	—	—	—	—	687
(d) Support to Delivering as One pilots[a]	—	—	—	—	314
(e) Support to the United Nations Development Operations Coordination Office/headquarters[b]	1 422	1 372	1 604	1 717	1 765
2. Support to resident coordinator funds (allocated and monitored through the United Nations Development Operations Coordination Office[c]	13 527	14 264	13 193	12 687	15 635
Total A	**65 477**	**67 768**	**68 376**	**75 835**	**85 723**
B. United Nations Development Operations Coordination Office (funds raised from donors through the United Nations Country Coordination Fund)					
Allocated to headquarters and regional structures					
1. Support to United Nations Development Operations Coordination Office/headquarters, United Nations System Staff College[d]	5 300	6 961	7 191	9 445	10 181
2. Support to regional director teams	—	—	—	200	517
Allocated to resident coordinator offices					
3. Support to United Nations country teams	—	—	2 063	3 498	9 217
4. Additional support to post-crisis United Nations country teams	1 225	2 119	3 531	3 325	4 440
5. Support to Delivering as One pilots	—	—	—	—	1 250
Total B	**6 525**	**9 080**	**12 785**	**16 268**	**25 605**
Total resident coordinator system support	**72 002**	**76 848**	**81 161**	**92 103**	**111 328**

Source: UNDP, the United Nations Development Operations Coordination Office.

[a] Prior to 2008, support to non-resident agencies, regional director teams, and Delivering as One pilots (where relevant) was aggregated and included under core cost of resident coordinator/resident representative and resident coordinator office (A.1.a)

[b] Total management allocations: cost of posts + general operating expenditures.

[c] In accordance with Executive Board decision 95/23, UNDP has also allocated Programme support to resident coordinators (support to resident coordinator funds) from its programming arrangements. This provides seed money to strengthen country-level coordination and allow resident coordinators to respond quickly to opportunities for system-wide collaboration in response to national priorities, including for recovery and transition.

[d] Prior to 2008, Support to regional director teams (B.2), Support to United Nations country teams (B.3), regional director teams, and Support to Delivering as One pilots (B.5) — where relevant — were aggregated and included within Support to the United Nations Development Operations Coordination Office/Headquarters (B.1).

82. The aggregate cost of UNDP support to the "coordination" function at the country level comprises staff, including the resident coordinator/resident representative salary portion, as well as operational and administrative support costs. It represents a percentage of a UNDP country office cost based on workload survey. It represented 26 per cent in 2007 and 28 per cent in 2008. This change also reflects increases in cost factors (inflation and currency) as well as the strengthening of UNDP country capacity beginning in 2006/07.

83. Total expenditure on United Nations operational activities in 2007, the latest year for which full system-wide data currently available, totalled $17.4 billion. Actual support for the United Nations resident coordinator system from or through UNDP in 2007 totalled $92 million, $76 million of which was provided by UNDP and $16 million of which was raised from donors by the United Nations Development Operations Coordination Office. Coordination costs in 2007 therefore stood at 0.53 per cent of the total expenditures for operational activities of the United Nations system.

84. Expenditures for the United Nations resident coordinator system from or through UNDP amounted to $111.3 million in 2008. Of this total, $85.7 million — or 77 per cent — came from UNDP. These expenditures relate to, for example, the core cost attributable to the resident coordinator/resident representative function and country-level coordination; support to non-resident agencies; and United Nations Development Operations Coordination Office. A further $25.6 million — representing 23 per cent of the total — was raised from donors by the United Nations Development Operations Coordination Office (into the United Nations Country Coordination Funds). This latter category includes funding channelled to UNDP country offices to support coordination and country-level and regional training to facilitate effective United Nations common country programming. United Nations Country Coordination Funds contributions increased by 57 per cent between 2007 and 2008.

85. United Nations country teams draw much of their support to coordination through the support to resident coordinator funds including staffing of resident coordinator offices, and joint activities such as conduct of UNDAF midterm reviews. United Nations country teams staff training on new programming guidelines; advocacy plans; preparation of joint programmes; implementation of harmonized approach to cash transfers; and others. The United Nations Country Coordination Fund supplements support to resident coordinator funding, including for post-conflict transition and additional support costs in Delivering as One pilots. Delivering as One programme pilot countries received additional support of about $156,000 on average in 2008.

Table 2
Average expenditure per country at the field level, from/through UNDP, 2004-2008
(Thousands of United States dollars)

UNDP funding modality (based on 136 countries)	*2004*	*2005*	*2006*	*2007*	*2008*
UNDP core cost of resident coordinator/resident representative function and resident coordinator office	372	383	394	452	491
Support to resident coordinator funds and Country Coordination Fund-allocated to resident coordinator offices (for 2004 and 2005 differentiated country-level figures are not available)	—	—	112	119	183
Total	**372**	**383**	**506**	**571**	**674**

Source: Table 1 and UNDP, the United Nations Development Operations Coordination Office.
* Excluding the additional Country Coordination Fund funds allocated to countries for support to post-crisis support and Delivering as One.

B. Funding from other United Nations organizations and other sources

86. It is not possible at this stage to draw a systematic comprehensive picture of sources of funding in support of the resident coordinators system from non-UNDP resources, both at headquarters and country levels. This is due in part to lack of standardized reporting by agencies. Much of the contributions by agencies at country-level are "in-kind" (staff and non-staff resources, including from regional resources). The UNDG through the United Nations Development Operations Coordination Office has initiated the development of a country-level database with regard to funding and benefits of coordination for the synthesis of resident coordinator annual reports due in 2009.

87. In the case of UNAIDS, resident coordinators, as mandated, lead the process of establishing the Joint United Nations Team on AIDS, and a UNAIDS country coordinator and/or a Coordination Officer is an integral part of the support to the resident coordinator system. United Nations country teams receive support from the joint programme: Programme Accelerated Fund from $30,000 to up to $400,000 per country (with exceptional allocations for a few countries), and the Programme Support Funds, which allots $5,000 to $40,000 per country. The Programme Accelerated Fund supports United Nations HIV/AIDS Theme Groups as well as other national partners' activities, while the Programme Support Funds are for the specific uses of the UNAIDS Country Coordinator.

88. UNICEF estimates its funding contribution to resident coordinator system activities, mostly in programmatic and thematic collaboration, at approximately $1.0 million covering all programme countries. Some agencies post coordination officers to support coordinated programmes, e.g., UNEP Delivering as One regional coordinators.

89. **Security management**. The Department of Safety and Security provides technical and operational support to resident coordinators and United Nations country teams in 120 countries, with regard to their functions as Designated Official for Security and in-country Security Management Team, respectively. This includes

support on security management and coordination, crisis management, risk assessment and security planning in programme planning, training, and staff counselling. The value of Department of Safety and Security contribution to resident coordinator/United Nations country team training and staff counselling in 2008 is approximately $272,322, up by about 25 per cent from 2007.

VI. Conclusions and recommendations

90. The last two years have seen important progress and numerous achievements in enhancing the functioning of the resident coordinator system, including support, in the areas of: management and accountability; resident coordinator recruitment, selection and training; system-wide participation; and coherence in country programming and harmonization in country business processes. Innovations from Delivering as One pilot countries are producing better tools and business practices. Drawing on innovations and lessons learned, the UNDG will continue to further refine and develop additional operational frameworks, guidance, and tools in 2009-2010.

91. The present report identified a number of challenges which the UNDG agencies, and/or other relevant United Nations entities may consider:

(a) There is, in general, a need to review the appropriate level and type of support that a resident coordinator office requires in order to perform effectively in different country contexts, more especially in complex situations.

(b) While resident coordinators are expected to function on behalf of the United Nations system as a whole, and are subject to performance review by various agencies, there is a need to build on the resident coordinator system management and accountability system to clearly identify resources and contributions by members of the United Nations system in support of the resident coordinator system (particularly of coordination functions at the country level), and to balance mutual accountability between the resident coordinator and United Nations country team members through a more reciprocal process.

(c) There is a need for more systematic and consistent reporting among agencies of their participation and support to the resident coordinator system as part of their strategic plans, programme budgets and reports to their governing bodies. Contributions to joint United Nations country team activities or coordination workplans should have allocations in their respective budgets.

(d) Headquarters units/mechanisms need to coordinate effectively in order to provide relevant and efficient support and guidance to the resident coordinators in their numerous capacities in managing the United Nations system country strategy in response to national priorities, more especially in crisis and post-crisis transition countries where resident coordinators face more complex challenges with multiple and urgent priorities coming from different mandates.

92. The Council may wish to:

(a) Encourage the United Nations Development Group to:

(i) Continue its effort to develop a statistical database to systematically collect country-level information that will enable more concrete and quantifiable assessment of the benefits and costs of coordination;

(ii) Continue to strengthen effective system-wide support to the resident coordinator system, especially at the country level;

(b) Request the United Nations Development Group to:

(i) Undertake a review of the scope of country coordination functions and requirements in a range of country settings, including in post-crisis transition countries, and establish standards for the type, level of staff and operational support capacities that would normally be needed to effectively fulfil those functions and options to provide them;

(ii) Develop a strategy for mobilizing resources to support effectively functioning resident coordinator offices on the basis of such an assessment (a) (i);

(c) Encourage United Nations system agencies that are active in country-level coordination and have field offices, to systematically and periodically include in their strategic or operational plans and budgets and in reporting to their boards, their support to the resident coordinator system, including quantifiable information.

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Report of the Director of the United Nations System Staff College on its work, activities and accomplishments

Note by the Secretary-General

Pursuant to General Assembly resolution 60/214, the Secretary-General transmits herewith to the Economic and Social Council the fourth report by the Director of the United Nations System Staff College on the work, activities and accomplishments of the College.

* E/2009/100.

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Summary

The present report has been prepared pursuant to General Assembly resolution 60/214. It highlights learning and training initiatives undertaken by the United Nations System Staff College from 1 July 2007 to 30 April 2009.

The report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system by fostering the implementation of knowledge-sharing mechanisms and improving system-wide coherence.

The report also illustrates internal reforms which are being introduced at the College and provides Member States with a proposal to strengthen the College's governance structure.

Contents

Page

I. Introduction ... 3

II. Overview of activities ... 3

A. Knowledge-sharing ... 3

B. Leadership-building ... 5

C. Certification ... 6

D. United Nations country team support ... 7

III. Management reforms ... 7

IV. Main accomplishments ... 8

V. Recommendations ... 9

Annexes

I. Enhancement of the governance structure of the United Nations System Staff College ... 10

II. Main activities from July 2007 to December 2008 ... 13

I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 60/214, in which the General Assembly, inter alia, reaffirmed the role of the United Nations System Staff College as an institution for system-wide knowledge management, training and continuous learning for the staff of the United Nations, in particular in the areas of economic and social development, peace and security and internal management.

2. The report covers the two years that have elapsed since the previous report, namely, the period from 1 July 2007 to 30 April 2009. During that time, the College underwent a change in leadership, with the appointment of a new Director, Carlos Lopes, in October 2007.

3. By providing an update on the activities of the College, the report shows the progress made towards the College's main goal of becoming a centre of excellence for learning and training in the United Nations system. At the same time, it is aimed at providing concrete results to address the invitation contained in resolution 60/214 to strengthen further its engagement in knowledge-sharing and to contribute to system-wide coherence.

4. In line with resolution 60/214, the call by the General Assembly for the College to lead by example by increasing its own operational effectiveness has been well received by the College, which initiated a number of management reforms. Those reforms included assessing and streamlining pivotal processes such as risk management and results-based management; successfully recruiting qualified staff to cover key positions; strengthening its organizational structure; and introducing the mechanisms and tools necessary for knowledge management. Details of the reform process are set out in section III of the present report.

5. A proposal to strengthen the governance structure of the College is also presented for consideration by Member States (see sect. V and annex I).

II. Overview of activities

6. For the purpose of the present report, United Nations System Staff College training and learning activities are presented under four main thematic areas: knowledge-sharing, leadership-building, certification and support to United Nations country teams. Those areas reflect the College's endeavour to provide system-wide learning and training opportunities which will (a) foster the development of knowledge-sharing mechanisms; (b) strengthen the system's leadership capacity at all levels; (c) improve quality control and uniformity of approaches and methods in key areas; and (d) continue to build and improve the capacity of key United Nations actors working at the country level.

A. Knowledge-sharing

7. The College has placed the concept of knowledge management at the centre of its business model. This means that it is moving towards ensuring that its main business will be to create opportunities and facilitate possibilities for sharing ideas and experiences. That approach — learning by sharing — is designed to access the

immense knowledge and experience available in various areas throughout the system. The final goal of the approach is to respond to the need for increased system-wide coherence.

8. The College continued to play an increasingly active role in facilitating collaboration and knowledge management by targeting the United Nations system's key learning actors. Since 1997, the College has been nurturing the development of the learning function through the organization of the Learning Managers Forum, a key annual event in the United Nations system enabling learning chiefs to address common challenges, share best practices and foster inter-agency collaboration. The Forum annually brings together some 50 learning chiefs from the entire United Nations system.

9. The United Nations System Staff College has continued to foster the growth of the United Nations Learning Community as a strong community of practice, thereby contributing to its consolidation as a key reference point for discussions, requests and collaboration on training and learning management for the United Nations and United Nations-affiliated organizations. The Learning Community, which was established in 2002, has made it possible for 422 United Nations staff from various United Nations system organizations to share their knowledge and experience in the field of learning management, generating over 2,500 contributions. A new online platform has been deployed to strengthen the ability of the community to collaborate using modern Web-based tools, to network and to manage the pieces of knowledge and information gathered. The new online community platform has also strengthened the capacity of the Staff College to support and empower regional and thematic networks, such as the Geneva Learning Network, the New York group on learning and United Nations country teams. The College's activities in this area directly contributed to the enhancement of the learning management competencies of United Nations staff involved in managing or supporting learning processes, as well as facilitating the creation of working groups on various issues and the consequent dissemination of good practices to all community members. The creation and activity of the UNeLearn inter-agency group, which connects representatives from 22 United Nations system organizations with a view to identifying and sharing lessons learned on technology-supported learning, is a clear example in this regard.

10. As part of its new learning model, the College also endeavoured to offer technology-based learning solutions that are creative, user-friendly and cost-effective, including the online course "Welcome to the UN: a UN System Induction Course", which is being continually updated and developed and is aimed at supporting common staff orientation processes in the system. In March 2009, the College deployed an enhanced version of the online course, which is offered at no cost to United Nations colleagues across the system in English, French and Spanish. More than 800 United Nations colleagues have registered for the course. Furthermore, an increasing number of United Nations system organizations are contacting the College to show their interest in building upon the standard course in the formulation of their respective agencies' online induction products.

11. The College also provided knowledge-sharing opportunities at the country level by organizing a forum for the resident coordinators of the eight "One United Nations" system-wide coherence pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam) to share lessons learned and challenges ahead in implementing the "delivering

as one" model. In addition, the College has been requested to support the development of the United Nations coherence toolkit, which will provide a comprehensive framework to help countries plan for and implement the change effort needed to create a more coherent United Nations in an efficient and effective manner.

12. Highlighting the strong relationship among and interdependence of peace, security and sustainable development, the United Nations System Staff College, together with the Centre for International Peace Operations (ZIF), initiated a process of rethinking how to better link development efforts with modern peacekeeping and peacebuilding interventions. As a result of that partnership, events will be organized for the senior leadership of conflict-affected countries, with the aim of providing a space for dialogue and discussion.

B. Leadership-building

13. The work of the College in the area of leadership-building is related to the need to foster coherence at all levels of the system. Taking an inclusive approach to leadership-building, the College has delivered activities that are not only cross-agency in nature, but also encompass the full range of United Nations staff, from new recruits to top management, providing learning opportunities in leadership-related areas to almost 500 staff during the period under review.

14. For two consecutive years (2007 and 2008), the College has been entrusted by the Executive Office of the Secretary-General with the organization and delivery of the Secretary-General's Turin retreat, in partnership with the United Nations Institute for Training and Research (UNITAR) and the Department of Management of the Secretariat. The retreat represents a unique opportunity for all those who report directly to the Secretary-General (some 60 Under-Secretaries-General and Assistant Secretaries-General) to interact with one another and with the Secretary-General for two full days and to collectively reflect on how the Organization could address its responsibilities more effectively. The College is continuing efforts to make the retreat an annual learning and sharing event for the top management of the United Nations.

15. The College has addressed the need for a system-wide leadership course targeting senior managers at the Director level and above, at the request of the United Nations System Chief Executives Board for Coordination (CEB). Although many courses on leadership and management are organized by institutions individually, the United Nations system as a whole lacks opportunities for synergy among participants from different agencies. To achieve a more cohesive management culture, it is therefore imperative that the senior management of the system is provided with more opportunities to interact, learn and share from experiences which go beyond their organization but are common to the system.

16. Against that backdrop, the College has designed a truly system-wide programme, in collaboration with an inter-agency reference group of 10 United Nations organizations and in partnership with academic leadership experts. The United Nations Leaders Programme is aimed at addressing the system's need to build a strategic cadre of leaders, equipped for tackling the global challenges facing the United Nations. The programme has therefore been designed on the basis of a thematic approach to address the concept of leadership in relation to United Nations

issues such as climate change, human rights, accountability and conflict resolution. The College intends to organize several cohorts each year, starting in May 2009.

17. With a similar objective, but targeting the country and regional level, the College continued to deliver leadership training for United Nations country teams, including resident coordinators and other agency representatives. The United Nations country team leadership and coordination skills programme is aimed at increasing the potential for joint programming and improving the leadership and management skills of country teams by facilitating inter-agency learning. In 2007 and 2008, five workshops were held, providing training to 133 United Nations leaders. In 2009, another four events are planned in response to increasing demand.

18. In association with UNITAR, the College co-organized two seminars for special and personal representatives of the Secretary-General. The meetings consisted of two and a half days of intensive dialogue with a view to enhancing the effectiveness of United Nations peace missions through the sharing of experience and knowledge.

19. Finally, the College's effort to ensure that staff at all levels receive appropriate professional skills has been translated into two annual orientation programmes for new United Nations recruits, namely, "United Nations Fellows: Tools for Development Cooperation" and the "Young Professionals Orientation Programme". Both activities are developed and delivered with a view to fostering coherence in staff orientation processes. During the period under review, 210 junior staff benefited from that training.

C. Certification

20. In 2007, the College began collaborating with key stakeholders to develop programmes aimed at awarding system-wide certification. The College believes that system-wide certification is a strong means of further solidifying its position as a recognized United Nations centre of excellence for learning. Moreover, certification represents a concrete tool to better ensure uniformity of approaches and methods in areas such as project design, monitoring and evaluation, overall programme/project management and accountability and transparency.

21. In addition, the College considers that system-wide certification will respond to the Secretary-General's demand for staff mobility and inter-agency movements by ensuring that the certified skills of staff are recognized within the system. In this context, the College will continue to work in collaboration with human resources departments to better link staff learning, training and certification to overall career development and performance management.

22. In partnership with the Department of Safety and Security, the College implemented the Safe and Secure Approaches in Field Environments (SSAFE) project. The project customizes training materials to meet country-specific security and safety needs and, by means of training-of-trainers workshops, prepares field staff to conduct and deliver certified SSAFE training programmes in their own countries. A comprehensive database provides statistical data on individuals trained, customized training modules, exchange of information and solutions to common problems encountered when delivering such approaches in countries. The multiplier

effect of the training-of-trainers module adopted in the programme has led to 4,706 participants being trained under the SSAFE programme since its inception in 2007.

23. In addition, stronger collaboration with key partners such as the United Nations Evaluation Group, the Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women and the Return on Investment Institute resulted in the design and delivery of staff development programmes in strategic United Nations system-wide areas such as evaluation and gender mainstreaming, with future certification opportunities. Those initiatives were endorsed and strongly recommended by the Board of Governors of the United Nations System Staff College during its session on 4 December 2008 as being paramount from both an academic and a knowledge-management perspective.

D. United Nations country team support

24. The College continued to develop its activities in support of the capacities of United Nations country teams to deliver more strategic and coordinated programmes in the country in which they serve. A significant share of the learning events in this area focused on training country teams that started their new programme cycle through the United Nations Development Assistance Framework. Since the beginning of the planning process, the College has been providing learning and training events to those teams, including Development Assistance Framework design workshops and training on human-rights-based approaches, on programming and results-based management and on strategic planning support. Since 2007, the College has delivered 92 events, providing learning opportunities to 4,356 country team staff members.

25. In response to the United Nations system's demand for assistance to country teams in integrating conflict-sensitive development into the United Nations planning and programming process, the College, in partnership with the United Nations inter-agency framework team for preventive action, developed the "Conflict Prevention: Analysis for Action" (CPAA) project, which has been under way since 2008. Under the project, the College will offer a number of activities, including standard skill-building workshops on conflict analysis for prevention, activities aimed at mainstreaming conflict prevention into United Nations planning and programming processes in both common country assessment/United Nations Development Assistance Framework and transition countries and other tailor-made activities responding to ad hoc inter-agency requests. In addition, the College will be able to make strategic use of regional training workshops organized under the CPAA project with a view to initiating targeted discussions with selected country teams on conflict prevention.

III. Management reforms

26. The General Assembly's call for the College to increase its operational effectiveness and lead by example (resolution 60/214) has been well received and was translated into a number of concrete management reforms carried out during the biennium 2007-2008.

27. As a first step in its efforts to improve operational effectiveness, the College began to recruit a number of professional staff to cover key programme positions, allowing for further expansion of its services. In particular, the successful recruitment of a Deputy Director for Programmes resulted in a number of structural and management changes being introduced to bring greater focus, cohesiveness, synergy, innovation and robustness to the College's programmes, including efforts towards systematizing project management through the development of a project management manual and guidelines for the College, which resulted in improved coordination and cohesion among the College's programme areas.

28. More generally, a strategic shift towards the concept of results-based management was successfully introduced in 2008 under the new Director. A detailed programme strategy and priorities for 2009, together with a results-based budget, were presented for the first time to the Board of Governors on 4 December 2008, stating clear objectives and performance management indicators. The overall goal of the College to become a results-oriented, high-quality provider of learning and training services to support the United Nations system will be the guiding principle for obtaining results and mobilizing necessary resources.

29. During 2008, the College initiated a programme financial monitoring system to increase coordination and provide systematic financial monitoring to project managers, thus mainstreaming risk management into the College's programmes. In addition, the College established the Project Approval Committee, with a view to evaluating and assessing the feasibility and sustainability of all project proposals. The introduction of such risk-assessment mechanisms greatly reduced the potential for unexpected financial and programmatic challenges and further improved the College's effectiveness.

IV. Main accomplishments

30. The budget of the College for 2008 represented a 17 per cent increase over that for 2007. A further moderate increase of 2 per cent is expected in 2009. However, its financial resources for the period 2007 to 2009 increased by 65 per cent.

31. There was a notable increase in the number of staff trained from 2007 to 2008, with the figure doubling from 4,032 to 8,032, mainly owing to the multiplier effect of the SSAFE programme. Learning and training activities were delivered in more than 50 countries, encompassing the entire management of the United Nations system.

32. As part of the College's overall strategy, more partnerships were initiated both inside and outside the system. The College joined with a number of United Nations organizations and departments, including UNITAR, the Development Operations Coordination Office, the Department for Safety and Security, the United Nations Evaluation Group and the United Nations Office of the Special Adviser on Gender Issues and the Advancement of Women, to find better ways of improving system-wide coherence. New ventures with Governments and other multilateral organizations were also initiated in areas of common interest, including the World Bank, the Centre for International Peace Operations of the Government of Germany, the Swedish International Development Cooperation Agency, the Department for International Development of the United Kingdom of Great Britain and Northern Ireland and the Catalan government. Stronger links with the city of Turin and the

Piedmont region, with local foundations (Compagnia di San Paolo; the CRT Foundation) and with the private sector (UniCredit Group) increased in kind contributions, which have enabled the College to improve the scope of its services. Finally, the College continued to strengthen its reputation as a centre of excellence by increasing academic partnerships through the signing of institutional agreements and the use of world-renowned academic experts to design and deliver its activities.

V. Recommendations

33. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has not been clarified. This has contributed to two main problems, namely, a lack of clarity in the Board's structural set-up, and the absence of systematic procedural mechanisms for the Board, both of which contributed to the absence of predictability in terms of composition and attendance. The situation has proved counterproductive in terms of work planning and agenda-setting. In accordance with article IV of its statute, "the Staff College shall have a Board of Governors composed of representatives of the member organizations of the Administrative Committee on Coordination" (see resolution 55/278, annex); the Committee has been succeeded by the United Nations System Chief Executives Board for Coordination. Paragraph 2 of article II states that the Board of Governors "shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute".

34. The Board of Governors of the United Nations System Staff College, during its ninth session, held on 4 December 2008, recognized and endorsed the need to enhance the predictability and reliance of the governance of the College. As a follow-up to the Board's recommendations, a consultation process was initiated under the auspices of the Secretary-General.

35. Following approval by CEB and the Secretary-General, a proposal is presented in annex I to the present report for review by Member States.

Annex I

Enhancement of the governance structure of the United Nations System Staff College

Proposal

1. Since the inception of the United Nations System Staff College in 2002, the modus operandi of its Board of Governors has revealed a need for clarification to overcome an underlying lack of clarity in its structural set-up as well as an absence of systematic procedural mechanisms, which have hindered its satisfactory operation.

2. Following consultation and endorsement by the current Board of Governors at its ninth session, held on 4 December 2008, and by the heads of the United Nations System Chief Executives Board for Coordination (CEB), the attached proposed changes to the statute of the United Nations System Staff College are hereby being submitted to the Economic and Social Council for approval (see enclosure).

3. The following are the key elements of the proposal:

Composition of the Board of Governors of the United Nations System Staff College

- The Board of Governors would meet annually and the role of the Deputy Secretary-General as Chair of the Board would be formally acknowledged.
- The composition of the Board would be nine members, selected by the United Nations System Chief Executives Board for Coordination, plus three ex officio members (the Director of the United Nations System Staff College, the Secretary of CEB and the Executive Director of the United Nations Institute for Training and Research).
- CEB will establish the relevant procedures to ensure that its selection provides for the fair representation of United Nations system organizations, including a rotation system, as well as the suitability of the candidates for that function.
- Board members would be appointed by the Secretary-General of the United Nations for a period of two years, with the possibility of a one-year extension. The candidates selected would have to be at the Director level or above.

Expert Technical Review Panel

- The Expert Technical Review Panel would continue to report to the Board of Governors, but its functions would be better defined as performing programmatic analysis and providing advice on the programme activities of the Staff College.
- Board members would not be eligible to serve as members of the Expert Technical Review Panel in order to avoid conflicts of interest.

Enclosure

Proposed changes to the statute of the United Nations System Staff College*

Article IV
Governance

For the existing text *substitute*

1. The Staff College shall have a Board of Governors composed of individuals selected among the staff of the member organizations of the United Nations System Chief Executives Board for Coordination (CEB). CEB, through its High-level Committees on Management and Programmes shall establish a procedure to recommend to the Secretary-General individuals to serve as Board members. The selection shall take into account the need to have a broad representation of various communities of interest within the United Nations system, such as learning and training specialists; managers in charge of priority areas as identified by CEB; human resources management and personnel policy experts; and representatives serving in United Nations field operations.

2. The Secretary-General shall appoint a maximum of nine individuals to serve on the Board of Governors, in addition to the ex officio members.

3. Members of the Board of Governors shall serve for a two-year term. The term of a member of the Board may be renewed for an additional year.

4. Board members shall be at the Director level or above. The CEB Secretary, the Director of the Staff College and the Executive Director of the United Nations Institute for Training and Research shall serve as ex officio members of the Board.

5. The Board of Governors shall be chaired by the Deputy Secretary-General. The Deputy Secretary-General may designate any member of the Board to chair a session on his/her behalf.

6. The Board shall meet at least once a year and shall adopt its own rules of procedure, which shall be consistent with the provisions of the present statute.

7. The Board shall be responsible for:

(a) Formulating general policy for the activities of the Staff College;

(b) Considering the work programme and budget, on the basis of proposals submitted by the Director of the Staff College;

(c) Considering ways and means of enhancing the financial resources of the Staff College with a view to ensuring the effectiveness and continuity of its operations;

(d) Evaluating the activities of the Staff College and their impact and reporting thereon to CEB;

(e) Submitting an annual report to CEB.

* The statute was approved by the General Assembly in 2001 (see resolution 55/278, annex).

8. The Board shall establish an expert technical review panel to advise on the development of the activities of the Staff College, in order to contribute to the enhancement of programmatic and methodological expertise. The technical review panel shall be composed of experts who shall be selected by the Board to serve for periods not exceeding three years.

9. The Secretary-General, in his capacity as Chairman of CEB, shall submit a biennial report to the Economic and Social Council on the activities of the Staff College.

Article V
Director and staff

Paragraphs 1 and 4

For the Administrative Committee on Coordination *substitute* CEB

Article VI
Associate collaborators and consultants

For the above *substitute*

Article VI
Associate fellows and consultants

Paragraphs 1 and 2

For collaborators *substitute* fellows

Article VII
Finance

Paragraph 2

For the existing text *substitute*

2. The Staff College shall have a biennial budget approved by the Board. A core portion of this budget shall be met by the members of CEB in accordance with the cost-sharing formula decided upon by CEB.

Paragraph 7

For the existing text *substitute*

7. The Board shall consider the proposed budget and seek approval by CEB for any changes related to the contributions of participating agencies. The budget, as approved by the Board, shall be forwarded to the participating agencies. The United Nations shall bill the agencies for their share of the core budget.

Article X
Amendments

For the existing text *substitute*

Amendments to the present statute may be made by the Economic and Social Council on the recommendation of CEB.

Annex II

Main activities from July 2007 to December 2008

	Activity	*Country*	*From*	*To*	*Number of participants*
1	Regional course on partnering skills for strategic engagement	Panama	25/01/2007	27/01/2007	26
2	Action II — training of trainers and validation workshop on the human-rights-based approach	Italy	29/01/2007	02/02/2007	37
3	United Nations country team annual retreat	Democratic People's Republic of Korea	29/01/2007	31/01/2007	15
4	Strategic planning retreat	Nepal	30/01/2007	31/01/2007	101
5	Department of Safety and Security security certification programme	Italy	11/02/2007	02/03/2007	37
6	Strategic planning retreat	Madagascar	14/02/2007	16/02/2007	145
7	Human-rights-based approach/results-based management workshop	Thailand	26/02/2007	02/03/2007	20
8	Regional course on partnering skills for strategic engagement	Thailand	27/02/2007	01/03/2007	16
9	Strategic thinking, negotiation and consensus-building	Thailand	27/02/2007	01/03/2007	14
10	Empowering media skills for United Nations managers	Thailand	27/02/2007	01/03/2007	2
11	United Nations Office of the Recovery Coordinator for Aceh and Nias: partnering skills for strategic engagement	Indonesia	05/03/2007	07/03/2007	33
12	Human-rights-based approach/results-based management workshop	Pakistan	05/03/2007	07/03/2007	44
13	Triennial comprehensive policy review meeting 2007	Italy	14/03/2007	16/03/2007	7
14	Delivering as one United Nations	Cape Verde	15/03/2007	16/03/2007	22
15	United Nations evaluation group evaluation workshop	Italy	18/03/2007	24/03/2007	30
16	Human-rights-based approach/results-based management workshop	Kenya	19/03/2007	23/03/2007	21
17	Strategic thinking, negotiation and consensus-building	Kenya	20/03/2007	22/03/2007	16
18	Partnering for strategic engagement	Kenya	20/03/2007	22/03/2007	17
19	Design workshop for UNDAF preparation	Ecuador	21/03/2007	22/03/2007	59
20	Donor/NGO consultations on the United Nations transition plan	Kenya	26/03/2007	26/03/2007	49

	Activity	*Country*	*From*	*To*	*Number of participants*
21	Design workshop for UNDAF preparation	Sudan	28/03/2007	29/03/2007	29
22	United Nations transition plan: results-based management-human-rights-based approach retreat for the Somalia United Nations country team	Kenya	28/03/2007	29/03/2007	83
23	Design workshop for UNDAF preparation	Niger	04/04/2007	05/04/2007	78
24	Design workshop for UNDAF preparation	Benin	11/04/2007	12/04/2007	25
25	Harmonized approach to cash transfers	Italy	25/04/2007	27/03/2007	41
26	Developing partnering skills workshop	Kuwait	01/05/2007	01/05/2007	11
27	Department of Safety and Security refresher training programme	Italy	06/05/2007	18/05/2007	29
28	United Nations country team annual retreat	Yemen	08/05/2007	09/05/2007	34
29	Design workshop for UNDAF preparation	Nigeria	09/05/2007	10/05/2007	39
30	United Nations reform workshop for United Nations Volunteers	Germany	10/05/2007	11/05/2007	44
31	Design workshop for UNDAF preparation	Angola	14/05/2007	18/05/2007	40
32	Evaluation and impact assessment of learning and training	Switzerland	21/05/2007	23/05/2007	23
33	Design workshop for UNDAF preparation	Kenya	23/05/2007	24/05/2007	50
34	Human-rights-based approach/results-based management workshop	Tunisia	28/05/2007	01/06/2007	35
35	Delivering as one: One Programme United Nations Rwanda	Rwanda	28/05/2007	30/05/2007	40
36	Human-rights-based approach/results-based management orientation workshop	Niger	29/05/2007	30/05/2007	38
37	Leadership programme for women	Italy	30/05/2007	01/06/2007	7
38	Partnership-building strategy needs assessment workshop	South Africa	31/05/2007	31/05/2007	14
39	Global induction workshop for coordination officers	United States of America	04/06/2007	08/06/2007	34
40	Learning Managers Forum	Italy	06/06/2007	08/06/2007	46
41	Department of Safety and Security refresher training programme	Italy	10/06/2007	22/06/2007	22

	Activity	Country	From	To	Number of participants
42	Delivering as one: United Nations pilot resident coordinators consultations	United States of America	18/06/2007	19/06/2007	8
43	Strategic planning workshop	Serbia and Montenegro	19/06/2007	20/06/2007	47
44	Safe and Secure Approaches in Field Environments (SSAFE) training programme	Italy	24/06/2007	29/06/2007	20
45	Human-rights-based approach/ results-based management workshop	Italy	25/06/2007	29/06/2007	23
46	Strategic thinking, negotiation and consensus-building	Italy	26/06/2007	28/06/2007	19
47	Partnering skills for strategic engagement	Italy	26/06/2007	28/06/2007	23
48	Design workshop for UNDAF preparation	Côte d'Ivoire	27/06/2007	29/06/2007	90
49	Delivering as one: One United Nations retreat, Cape Verde team	Senegal	02/07/2007	03/07/2007	38
50	Human-rights-based approach/results-based management orientation workshop	Ecuador	03/07/2007	07/07/2007	49
51	Design workshop for UNDAF preparation	Congo	03/07/2007	04/07/2007	41
52	United Nations country team annual retreat	Sri Lanka	05/07/2007	06/07/2007	48
53	Orientation workshop on human-rights-based approach/results-based management	Kenya	09/07/2007	12/07/2007	40
54	Actors for change — strengthening national human rights institutions	Kenya	17/07/2007	20/07/2007	27
55	Human-rights-based approach/results-based management orientation workshop	Angola	17/07/2007	20/07/2007	25
56	United Nations training of trainers procurement training programme	Italy	23/07/2007	27/07/2007	14
57	Human-rights-based approach/results-based management orientation workshop	Nigeria	24/07/2007	26/07/2007	42
58	Introductory module on what evaluation is and how it is designed and managed	Italy	30/07/2007	03/08/2007	32
59	Strategic planning retreat	Kenya	01/08/2007	03/08/2007	141
60	Secretary-General's Turin retreat	Italy	31/08/2007	02/09/2007	58
61	Young Professionals Orientation Programme	Italy	02/09/2007	14/09/2007	49
62	UNHCR strategic engagement in transition situations	Kenya	04/09/2007	06/09/2007	30

	Activity	Country	From	To	Number of participants
63	Human-rights-based approach/ results-based management orientation workshop	Benin	12/09/2007	14/09/2007	75
64	Human-rights-based approach/ results-based management orientation workshop	Haiti	14/09/2007	14/09/2007	28
65	Design workshop for UNDAF preparation	Haiti	17/09/2007	18/09/2007	48
66	United Nations Assistance Strategy for Iraq 2008-2010	Jordan	23/09/2007	24/09/2007	50
67	Train the trainers for Headquarters Committee on Contracts training	United States of America	24/09/2007	28/09/2007	9
68	Training of trainers partnering skills workshops	Italy	24/09/2007	27/09/2007	24
69	United Nations integrated management team retreat	Burundi	24/09/2007	26/09/2007	59
70	Strategic prioritization retreat	Nigeria	27/09/2007	28/09/2007	75
71	Department of Safety and Security basic hostage incident management training workshop	Italy	30/09/2007	05/10/2007	26
72	Belbin Team Role and Interplace certification	Switzerland	02/10/2007	04/10/2007	13
73	Human-rights-based approach/results-based management orientation workshop	Guyana	16/10/2007	18/10/2007	26
74	Conflict prevention: analysis for action	Ecuador	17/10/2007	18/10/2007	38
75	Strategic planning retreat	Benin	17/10/2007	18/10/2007	127
76	Use of DevInfo for strategic decision-making	Italy	22/10/2007	26/10/2007	27
77	Human-rights-based approach/ results-based management orientation workshop	Timor-Leste	25/10/2007	26/10/2007	52
78	Human-rights-based approach/ results-based management workshop	Sudan	29/10/2007	31/10/2007	26
79	Design workshop for UNDAF preparation	Mauritania	31/10/2007	01/11/2007	35
80	United Nations coordination and leadership skills workshop	Italy	05/11/2007	15/11/2007	51
81	Safe and Secure Approaches in Field Environments training programme	Italy	11/11/2007	16/11/2007	22
82	Partnering skills for strategic engagement	Panama	12/11/2007	14/11/2007	24
83	Design workshop for UNDAF preparation	Timor-Leste	15/11/2007	16/11/2007	93

	Activity	Country	From	To	Number of participants
84	Strategic thinking, negotiation and consensus-building	Panama	15/11/2007	17/11/2007	23
85	Strategic planning retreat	Niger	21/11/2007	22/11/2007	86
86	United Nations senior management network programme	Netherlands	26/11/2007	29/11/2007	46
87	Introductory module on what evaluation is and how it is designed and managed	Italy	26/11/2007	30/11/2007	28
88	Global compact implementation workshop	Italy	26/11/2007	29/11/2007	28
89	Strategic planning retreat	Sudan	27/11/2007	29/11/2007	116
90	United Nations Fellows Workshop: Tools for Development Cooperation	Italy	02/12/2007	14/12/2007	40
91	Department of Safety and Security security certification programme	Italy	02/12/2007	19/12/2007	29
92	Strategic planning retreat	Sudan	03/12/2007	04/12/2007	91
93	Department of Safety and Security, Security and Safety Services training of trainers	Italy	10/12/2007	14/12/2007	24
94	Strategic planning retreat	Lebanon	10/12/2007	13/12/2007	40
95	Partnering skills for strategic engagement for Ethiopia UNAIDS	Ethiopia	10/12/2007	18/12/2007	66
96	Harmonized approach to cash transfers: regional training of trainers	South Africa	11/12/2007	14/12/2007	33
97	Strategic planning retreat	Congo	12/12/2007	14/12/2007	62
98	Programme on evaluation and impact assessment of training and learning	Italy	17/12/2007	19/12/2007	21
99	Secure and Safe Approaches to Field Environments (SSAFE): courses run by certified SSAFE trainers	Afghanistan, Brazil, Colombia, China, Haiti, Nepal, Peru, Somalia, Sudan, Switzerland	01/01/2008	31/12/2008	4 583
100	Strategic planning retreat preparation meeting	Haiti	18/01/2008	18/01/2008	28
101	Training of trainers on the Action 2 common learning package on a human-rights-based approach	Italy	21/01/2008	25/01/2008	40
102	Office of the United Nations High Commissioner for Human Rights training on human-rights-based approach	Italy	21/01/2008	25/01/2008	39
103	Training of trainers on common country assessments/UNDAF process	Italy	21/01/2008	26/01/2008	39
104	Communications skills for junior diplomats	Italy	30/01/2008	01/02/2008	28

	Activity	Country	From	To	Number of participants
105	Human-rights-based approach orientation workshop	Mauritania	04/02/2008	05/02/2008	39
106	UNFPA partnering skills workshop	South Africa	07/02/2008	07/02/2008	21
107	United Nations Evaluation Group Rwanda	Rwanda	18/02/2008	22/02/2008	38
108	United Nations country team strategic planning retreat	Timor-Leste	20/02/2008	21/02/2008	122
109	United Nations country team Iraq annual retreat	Jordan	23/02/2008	24/02/2008	41
110	Actors for change — training of trainers for the Kenya National Commission on Human Rights	Kenya	25/02/2008	29/02/2008	17
111	One United Nations Albania country team retreat	Albania	25/02/2008	26/02/2008	22
112	United Nations country team strategic planning retreat	Côte d'Ivoire	27/02/2008	28/02/2008	85
113	Design meeting, CEB Cluster on Trade And Productive Capacity pilot training for resident coordinators	Switzerland	29/02/2008	29/02/2008	4
114	United Nations Evaluation Group Panama	Panama	10/03/2008	14/03/2008	35
115	United Nations country team coordination and leadership skills	Italy	10/03/2008	20/03/2008	15
116	United Nations country team strategic planning retreat	Haiti	13/03/2008	14/03/2008	62
117	WHO partnering workshop	Sri Lanka	18/03/2008	20/03/2008	26
118	Workshop on capacity-building for management in the context of United Nations reform for senior ILO officials	Italy	31/03/2008	04/04/2008	24
119	DevInfo training workshop	Italy	31/03/2008	04/04/2008	22
120	UNEP Mercury Partnership meeting	Switzerland	01/04/2008	03/04/2008	77
121	United Nations Evaluation Group Mali	Mali	07/04/2008	11/04/2008	68
122	UNDAF design workshop	Guatemala	08/04/2008	11/04/2008	58
123	Safe and Secure Approaches in Field Environments training programme	Italy	13/04/2008	18/04/2008	27
124	United Nations country team strategic planning retreat	Botswana	14/04/2008	18/04/2008	47
125	UNDAF design workshop	Bosnia and Herzegovina	16/04/2008	16/04/2008	25
126	Office for the Coordination of Humanitarian Affairs leadership design workshop	Switzerland	25/04/2008	25/04/2008	12
127	UNDAF design workshop	Tajikistan	05/05/2008	08/05/2008	77

	Activity	Country	From	To	Number of participants
128	UNEP regional workshop on a human-rights-based approach/ results-based management	Thailand	05/05/2008	09/05/2008	30
129	Advanced partnering skills	South Africa	05/05/2008	07/05/2008	27
130	Geneva trade design mission	Switzerland	05/05/2008	06/05/2008	8
131	UNDAF design workshop	Philippines	13/05/2008	16/05/2008	54
132	UNDAF design workshop	Kazakhstan	14/05/2008	16/05/2008	23
133	Microinsurance Innovation Facility, International Labour Organization	Switzerland	16/05/2008	16/05/2008	7
134	Making Trade Work for the MDGs	Italy	19/05/2008	22/05/2008	20
135	UNEP environmental sustainability and United Nations country programming	Kenya	19/05/2008	23/05/2008	33
136	Coordination officers workshop	United States of America	19/05/2008	23/05/2008	43
137	Enhancing communication skills and media relations for diplomacy	Italy	20/05/2008	22/05/2008	15
138	Comprehensive Nuclear-Test-Ban Treaty Organization workshop	Italy	26/05/2008	30/05/2008	19
139	UNDAF design workshop	Islamic Republic of Iran	26/05/2008	29/05/2008	78
140	UNDAF design workshop	Serbia	03/06/2008	06/06/2008	53
141	Learning Managers Forum	France	04/06/2008	06/06/2008	49
142	United Nations country team coordination and leadership skills	Italy	09/06/2008	19/06/2008	32
143	UNEP environmental sustainability and United Nations country programming	Panama	09/06/2008	13/06/2008	24
144	Regional coordination officers workshop	South Africa	09/06/2008	11/06/2008	19
145	Partnering skills for strategic engagement	Senegal	11/06/2008	13/06/2008	33
146	UNDAF design workshop	Turkmenistan	17/06/2008	20/06/2008	80
147	Evaluation on impact assessment of learning and training, New York	United States of America	23/06/2008	25/06/2008	24
148	Human-rights-based approach/ results-based management workshop	Italy	23/06/2008	27/06/2008	43
149	Partnering skills for strategic engagement	Italy	23/06/2008	25/06/2008	18
150	Delivering as one: United Nations pilot resident coordinators consultations	United States of America	23/06/2008	27/06/2008	9
151	UNDAF design workshop	Afghanistan	24/06/2008	26/06/2008	30
152	UNDAF design workshop	Uzbekistan	24/06/2008	26/06/2008	108
153	Human-rights-based approach workshop	Afghanistan	08/07/2008	10/07/2008	26

	Activity	*Country*	*From*	*To*	*Number of participants*
154	United Nations country team strategic planning retreat	Kazakhstan	09/07/2008	11/07/2008	44
155	Secretary-General's Turin retreat	Italy	29/08/2008	30/08/2008	61
156	United Nations regional commissions retreat	Italy	31/08/2008	01/09/2008	28
157	United Nations Regional Centre for Preventive Diplomacy in Central Asia: Conflict prevention — analysis for action	Turkmenistan	01/09/2008	04/09/2008	31
158	UNDAF design workshop	The former Yugoslav Republic of Macedonia	02/09/2008	05/09/2008	49
159	United Nations country team strategic planning retreat	Armenia	10/09/2008	12/09/2008	119
160	United Nations Evaluation Group Bangkok	Thailand	15/09/2008	19/09/2008	47
161	UNEP environmental sustainability and United Nations country programming	Switzerland	15/09/2008	18/09/2008	33
162	WACA coordination officers workshop	Senegal	16/09/2008	18/09/2008	35
163	Young professionals orientation programme	Italy	21/09/2008	03/10/2008	83
164	United Nations country team strategic planning retreat	Tajikistan	24/09/2008	26/09/2008	73
165	DevInfo training workshop	Italy	29/09/2008	03/10/2008	36
166	Third inter-agency workshop on implementing a human-rights-based approach	United States of America	01/10/2008	03/10/2008	43
167	United Nations Evaluation Group Geneva	Switzerland	06/10/2008	10/10/2008	37
168	United Nations country team strategic planning retreat	Bosnia and Herzegovina	07/10/2008	10/10/2008	65
169	Evaluation on impact assessment of learning and training, Turin	Italy	13/10/2008	15/10/2008	29
170	SSAFE Asia regional training of trainers — Philippines	Philippines	13/10/2008	17/10/2008	28
171	UNDAF design workshop	Afghanistan	14/10/2008	16/10/2008	22
172	Change management workshop	Italy	27/10/2008	31/10/2008	45
173	United Nations country team strategic planning retreat	Burundi	29/10/2008	31/10/2008	63
174	Buenas prácticas de prevención de conflictos en America Latina	Spain	03/11/2008	07/11/2008	25
175	United Nations country team coordination and leadership skills	Italy	03/11/2008	13/11/2008	35
176	Working group on resident coordinators systems issues meeting	Italy	06/11/2008	07/11/2008	28

	Events	Country	From	To	Number of participants
177	Safe and Secure Approaches in Field Environments training programme	Italy	16/11/2008	21/11/2008	26
178	Designated official training consultative group meeting	Italy	18/11/2008	21/11/2008	12
179	United Nations country team strategic planning retreat	The former Yugoslav Republic of Macedonia	18/11/2008	18/11/2008	43
180	Delivering as one meeting	United States of America	20/11/2008	21/11/2008	8
181	Change management initiative	Lesotho	26/11/2008	29/11/2008	16
182	Quality support and assurance training	Italy	01/12/2008	05/12/2008	46
183	United Nations country team strategic planning retreat	Uganda	01/12/2008	03/12/2008	135
184	United Nations Fellows: Tools for Development Cooperation	Italy	07/12/2008	19/12/2008	38
185	Enhancing communication skills and media relations for diplomacy	Italy	15/12/2008	20/12/2008	23
					Total: 12 030